

Manage

FEBRUARY, 1953

MAGAZINE OF MANAGEMENT MEN OF AMERICA

FORTY CENTS



"I believe each individual is naturally entitled to do as he pleases with himself and the fruit of his labor, so far as it in no wise interferes with any other man's rights..."

—Abraham Lincoln



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The Brilliant Chrysler New Yorker De Luxe Newport



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CHRYSLER for '53
WINDSOR • NEW YORKER • IMPERIAL

See Your Neighborhood Chrysler-Plymouth Dealer

Somebody ought to speak sharply to Nature

THERE's a lot of loose talk these days about profits, attacking them as though they were evil.

The very existence of the world depends on profits; the *improvement* of the world depends on *big* profits. A farmer plants one potato and usually gets back 15. Even allowing for all his costs, that's more than 1000% profit! He plants one pound of corn

and gets back 336 pounds—that's 33,600% profit. These are big profits. Is that bad?

Should the farmer be scorned as anti-social? Should his "excess" profit (whatever that is) be taken away from him? Should he be told that from now on he must limit his "profit" to, say, 6%?

To legislate against profits is as silly as to legislate against things growing.



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YOU CAN MACHINE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY TURRET LATHES, AUTOMATICS AND TAPPING MACHINES

ABOUT THIS ISSUE

There is a lot of talk about what might happen to the Taft-Hartley Act in Washington, and on Page 7 of this issue Harry P. Jeffrey, former Ohio Congressman, attorney and secretary of the Foremanship Foundation, gives his personal outlook. The thing that makes the article outstanding is that Mr. Jeffrey knows what he is talking about. He bases his remarks on facts.

On Page 8, we finally run a bright little article on "Just 'Ask the Foreman'" By William G. Philp. He wrote the story last spring, and because of previously scheduled articles we had to hold it until this issue. But we wrote the witty educator at the University of Notre Dame about a month ago, telling him that finally a spot had opened up for the story. Mrs. Philp wrote back that her husband had passed away last year. This particular article, which he referred to in one letter as "sort of screwball," is a fine tribute to Bill Philp, an educator on industrial relations who knew how to mix humor with seriousness. We'll miss him and we know you readers of MANAGE will also.

Read carefully the advertisements in MANAGE this month. Then respond. Tell the advertisers when you write them or see their sales representatives that you read it in MANAGE.

ABOUT THE COVER



In Washington, D. C., for the fifth annual conference of the Public Relations Society of America, the NAF's Manager of Public Relations and Editor Dean Sims took along his Argus C-3 camera and a couple rolls of 35mm. kodachrome film. He stopped at the Lincoln Memorial and without benefit of tripod took a picture at 1/20th of a second at f3.5, utilizing a "peanut" Sylvania bulb for artificial lighting. The resulting slide was considered a cover photo possibility, so a negative was made from the positive slide. Then a 11x14 inch black and white enlargement was printed from the negative. To bring back the actual color of the light beaming down on the massive statue, Dwight Frick ordered a duotone from the photoengravers. The duotone breaks down the second color of MANAGE (red) to the off-red color on the statue, which comes fairly close to being an exact duplication of the kodachrome slide—and exactly as the statue appears in Washington.

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

FEBRUARY, 1953

VOL. 5 No. 6

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IN THIS ISSUE

- 5 The Editor Comments
- 7 We Look at Washington
- 8 Just "Ask the Foreman"
- 10 Political Corruption is Your Fault
- 12 Field of Greatest Opportunity: Management
- 13 Better America Series
- 14 Making Companies Good Citizens
- 15 Management Must be a Profession!
- 16 Production Report System in England Reduces Scrap
- 18 Photo Parade
- 20 Management on Review
- 22 In the Industrial Spotlight
- 24 All Outdoors
- 26 How Would You Have Solved This?
- 29 What Labor is Saying
- 31 Manage Service Bureau
- 32 Letters to the Editor
- 35 Manage Mirth

THIS ISSUE'S PAID CIRCULATION: 55,954

THE NATIONAL ASSOCIATION OF FOREMEN, EDWARD O. SEITS, President; HAROLD B. LYDA, First Vice President; MARION KERSHNER, Secretary-Treasurer; J. E. BATHURST, Executive Vice President.

The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 55,954 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street Dayton 2, Ohio.

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ONE DECADE AGO

Ten years ago this September 25, the fury of World War II was reaching its peak and civilian transportation to and from conventions in the U. S. was taboo. So The National Association of Foremen, it will be recalled, sponsored a radio broadcast over 135 stations affiliated with the old Blue Network for the first non-political convention to be aired nationally in the history of radio. The program originated from the auditorium of the National Cash Register Company in Dayton, the city in which the association for management unity had its start after the first World War.

Quotations from the addresses of some of the speakers on the one-hour program are more meaningful today, almost ten years later, than they were at the time. Here are some prime examples:—

Charles E. Wilson, former president of General Electric and ex-Defense Mobilizer, then executive vice chairman of the War Production Board: "Like an officer in the army, every foreman has the responsibility of inspiring the men who work for him, and for giving each individual worker a sense of his part in the war and of his personal obligation to his country at this time."

Paul G. Hoffman, then president of the Studebaker Corporation and chairman of the Committee for Economic Development, now head of the Ford Foundation: "Management and labor have a right to take pride in the fact that they are helping (protect our freedoms) by producing war material at a rate that would have seemed fantastic and unattainable even three years ago. In the industrial army, you foremen have key positions. You are management on the firing line."

"When the war has been won, we still must win the peace . . . Peace, as far as you foremen are concerned, will not mean a let-down but rather a continuation of the same fine leadership that you are displaying at the present moment."

Louis Ruthenburg, president (now chairman of the board) of Servel, Inc., and a founder of the NAF: "Enlightened foremanship has made many contributions to our country's industrial advancement . . . American industry, despite all the shackles with which it had been bound and burdened dur-

ing the pre-war years, despite continuing bureaucratic stupidities, has accomplished the impossible. Free enterprise, which provides opportunities and enlists individual initiative, has accomplished these miracles . . . The foremen of America deserve a very large part of the credit for the accomplishment which 'history will record as the outstanding miracle of this war.' . .

"Now, in time of war, we must prepare for peace. Winning the war will profit us little if we fail to win the peace . . . Prompt reconversion and the early reestablishment of high levels of employment and productivity will be part of the price we must pay if we are to enjoy the fruits of victory. Again the foremen of America will be called upon to bear a great share of the burden. The foremen's post-war tasks will not be easy ones, but you will again demonstrate your ability to accomplish the required results."

SABRE DANCE ON THIN ICE

IF we believe what we hear from Moscow, we're getting more indebted to Russian inventors every few months. They say they invented the airplane, radio, the automobile, and a host of other items which make up our modern-day conveniences. But now we think they're stomping on thin ice, because last month a Soviet scientist wrote that he and his associates were "forging ahead with gigantic strides" in the study of creating life in the laboratory. It was predicted that in the not too distant future, Soviet scientists will create life.

How long will it be until we hear the announcement from Moscow that man is not created by God but by an old Russian formula, stolen, perhaps, by Adam and Eve?

We would suspect that the Almighty is likely to lose patience with the Cossacks on this particular project and is liable to lower the boom on them. They have been inviting it in so many ways of anti-Godliness, sheer barbarism and inhuman cruelty.

From our personal knowledge of the Russians, the only kind of life they might find in a laboratory is that coming after the guzzling of vodka.

Wearhims



Who's On The Firing Line?

You are. The foreman. You always are.

The Stockholders elect a Board of Directors; the Board chooses the Officers; the Officers select the Executive Personnel; somebody in the Executive Group selects *you* as a Foreman—and there you are, *on the firing line*.

The enemy is *Increased Costs*. Like the Generals in the army, people up top decide on the positions to be taken. Then, like the Captains and Lieutenants, you're detailed to wage an aggressive attack against costs. *You're right up front.*

Sometimes you may wonder how much the people up top realize it.

Don't you worry on that score—they know it all right.

The question is, how well do *YOU* know it?

Foremanship Foundation, Inc.

DAYTON, OHIO



A non-profit organization
supported by companies who
believe that America's Foremen
help steer America's future.

WHAT will happen to the Taft-Hartley Act? The answer is, nobody knows at the present time.

Until shortly before the inauguration there was talk of a bill to revise the Act being sent to Capitol Hill by the President. Secretary of Labor Durkin had been talking about sponsoring a bill making extensive amendments to the Act which have been proposed by various AFL officials. Any such measure introduced with the blessing of the new administration would be difficult to defeat. Likewise, any such measure would considerably weaken the Act. It now appears, however, that the new administration will not write a proposed bill to be sent to the Congress. The present determination of the President and his advisers is to let Congress make the policy decisions in this matter.

The action of both the Senate and the House in revising the Act remains shrouded in doubt. That some changes will be made is taken for granted by all concerned. The nature and extent of the revision causes the uncertainty.

An analysis of the membership of the committee of each branch of the Congress which will consider these measures throws some light on the type of bill which probably will be presented for consideration in each chamber. On the Senate side the Republicans have 7 members of the committee with 6 for the Democrats. Sen. Alexander Smith of New Jersey is the chairman. Based upon past performance he will seek to reconcile opposing points of view and can not fairly be designated as either strongly pro-management or pro-labor. Sen. Taft is the next ranking member of the committee on the Republican side. His leadership probably will be followed by the 3 new Republican members of the committee who are Barrett of Wyoming, Goldwater of Arizona and Purtell of Connecticut. The other 2 Republican members of the committee are Aiken of Vermont and Ives of New York. The latter was re-elected last year with AFL support. For this reason and based upon past performance, he probably will be sympathetic to suggestions from

MANAGE February 1953

We Look at Washington

BY HARRY P. JEFFREY

labor union leaders. Sen. Aiken is certainly not a conservative and never can be counted upon to follow the conservative point of view.

It is interesting to examine Sen. Taft's attitude on this question. He has indicated to visitors on several occasions recently that he does not propose to introduce any comprehensive measure to overhaul the Taft-Hartley Act, but rather may introduce 3 or 4 short measures each dealing with a particular portion of the Act.

The Democratic members of the committee, with the single exception of Sen. Kennedy recently elected from Massachusetts, are all holdovers, and all are consistent supporters of the demands of union labor leaders. Murray of Montana is the ranking minority member, along with Hill of Alabama, Neely of West Virginia, Douglas of Illinois and Lehman of New York.

The minority has been relieved of two loud, left-wing voices. Sen. Humphrey of Minnesota gave up his place on the labor committee to be able to remain a minority member of the foreign affairs committee. The maverick Sen. Morse of Oregon was bumped from the

committee since neither party, due to the very close political division in the Senate, could afford to give him a seat on this important committee.

With 6 Democratic members of the committee practically speaking with one voice and likely to be joined on important issues by 2 Republicans, Aiken and Ives, the type of bill which the committee may write and sponsor may not be received sympathetically when it reaches the floor of the Senate. For regardless of the committee's handiwork, and particularly in the Senate where freedom of speech is almost unlimited, a coalition of Republicans and Southern Democrats is likely to resist any effort to riddle the Act. Much depends upon the attitude of Sen. Taft and the extent of his willingness to fight for the measure which bears his name.

On the House side, the Republican committee majority of fourteen will be headed by Rep. McConnell of Pennsylvania. He will be supported by most of the members of his own party who are in sympathy with the present Act. The ranking minority member, Graham Barden of North Carolina, also has demonstrated that he favors the essentials of the Taft-Hartley Act, but some of the other members of the Democratic minority on the committee hold a distinctly different point of view. Kelley of Pennsylvania and Powell from the Harlem district of New York City opposed the enactment of the Taft-Hartley Act and have been consistent critics.

Chairman McConnell has announced that hearings on the revision of the Act will commence about February 1, and probably will run for at least a month. He has stated that he does not intend to introduce any bill for the committee's consideration but, on the contrary, will permit government officials and representatives of organized labor and industry to appear before the committee and testify, and that after the hearings are concluded the committee itself will proceed to write a bill. This announced procedure points to the obvious uncertainty of the committee's action and the necessity

(Continued on Page 33)

Too often the foreman finds himself embarrassed because he has been skipped when information is passed out from top management to employees. Even more often, the foreman is skipped when intra-management communications by-pass him. The greatest loss resulting is inefficient operations from wasted motion on the part of the foreman. William G. Philp of the University of Notre Dame knew what he was talking about when he wrote . . .



JUST "ASK THE FOREMAN"



BY WILLIAM G. PHILP

If it's about more men—ask the foreman

If it's about sore men—ask the foreman

If jobs bore men—well, just ask the foreman

If you ask the doormen, they'll just say—

"You'd better ask the foreman."

"Ask the foreman" is about as common an expression in factory jargon as "O.K." is in the English language. It's like, "demand and supply" in economics or "see your 1st Sgt." in the army. The phrase applies generally to those under the foreman's supervision—particularly to new employees.

The importance of "asking the foreman" is well recognized; however, there is another even more important side to the picture and that is the importance of "telling the foreman." "Telling," not in the sense of giving orders, but merely the administrative courtesy on the part of his equals and superiors of keeping him informed of all actions affecting the men, materials and equipment under his supervision.

Let's take a look at a few actual cases in which the foreman had not been "told" anything, but, as a result, was probably "asked" plenty.

The following case comes from an oil company:

"The manager of a refinery received a number of complaints from union representatives and later from his own division superintendents in a plant council meeting to the effect that the distribution of overtime to eligible employees was being handled on an

inconsistent basis. As a result, a number of employees were complaining of unfair discrimination. After hearing these complaints and after considerable discussion during the meeting, the manager ruled that in the future all overtime would be distributed by using a list of eligible employees desiring to participate in overtime work. If an overtime job occurred, the next employee on the list would be offered the work—regardless of whether it would mean a hold-over or a call-out for that employee.

"Two weeks later, after stating the procedure to be followed, the manager was still receiving complaints from the union representatives that a number of shift foremen who apparently were not familiar with the change in procedure were holding over employees from preceding shifts even though it was not the employee's turn on the overtime distribution list."

Somebody slipped up somewhere and it wasn't the foreman.

Here is a case from a recording instrument company:

"John Smith was a twenty-five-year plus employee and a proud member of the company Quarter Century Club. John has been a helper on various class A and B operations for over twenty years. He was always a faithful, conscientious worker, always did what he was told and never complained or was never complained about. He was a fine fellow and the superintendent decided one day that he

deserved a break. That same day, close to five years ago, John was promoted to a regular class B operator. This, by the way, meant an 8 per cent increase in his wages.

"Eventually John did not work out in his new job. He remained a faithful, conscientious worker, but also remained true to his old trouble. He was slow and he always needed someone to tell him what to do. There are plenty of such fellows in all organizations and you do not want to hurt their feelings if you can possibly help it, but the importance of production is uppermost and this is the responsibility of the foreman. Therefore, it becomes necessary for the foreman to demote John. As you can imagine, John is not going to take this lying down."

If the superintendent had done a little "telling" five years ago, John wouldn't be doing so much "asking" now. And who's on the spot? Not the superintendent.

Here are a couple more cases from an oil company:

"Orders were left at a control room that the stock in one of the receiving tanks was to be pumped through certain lines to Tank No. 245. The stillman on the 4-12 shift found he could not make the pumping as outlined but could pump out the tank through another system. He discussed the matter with the shift foreman who, realizing the necessity for emptying the tank promptly authorized him to go ahead with the pumping. The tank was empty on the following day

(Continued on Page 33)

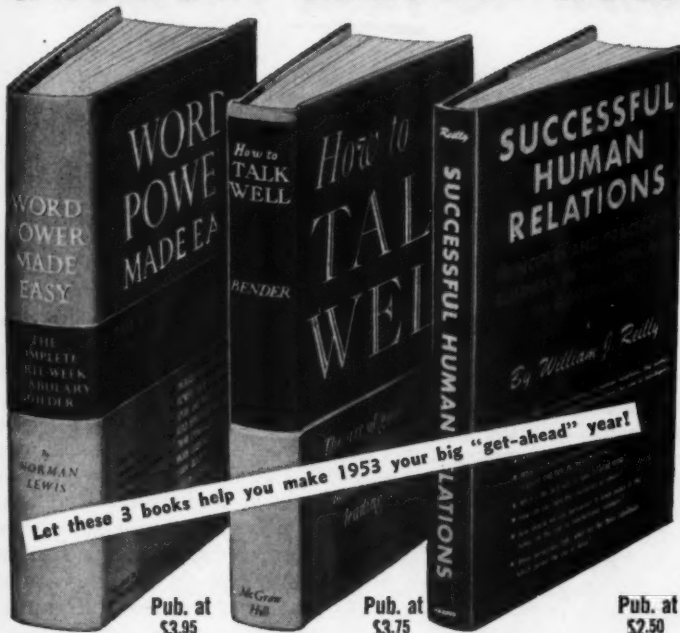
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NORMAN LEWIS

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54 out of 55 top executives chose "good speech" as most important development factor

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by JAMES F. BENDER



DR. JAMES F. BENDER

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by WILLIAM J. REILLY, Ph.D.



WILLIAM J. REILLY, Ph.D.

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EXECUTIVE BOOKS
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The opportunity is at hand for every member of the industrial management team to take an active part in seeing that good government exists in his home community, says one of the nation's foremost—and few—crusading newspaper editors. He reasons that the chief cause of corruption in politics is the lack of interest on the part of the citizens in having good government. The Managing Editor of the Tampa, Florida, Tribune doesn't mince words when he booms . . .

POLITICAL CORRUPTION IS YOUR FAULT

By V. M. Newton, Jr.

This article is based on comments by Mr. Newton to the Lockheed Management Club of Georgia and guests on December 9, 1952, at Atlanta, Ga.

I have listened to a lot of words about the Southeast, its prosperity and its future. They have been most pleasant words, and I can assure you that they are true words. My own state of Florida is booming. People are pouring in by the thousands; we have opened up a half-billion dollars worth of new industry in the last five years; there has been great new development in our agriculture; and the investment dollar has been free and easy during the last ten years.

But I have not heard one word of politics, of good government and of public morals. And I would like to make the observation here and now that if our business leaders do not take an active interest in politics, good government and public morals, then they can expect nothing more than an ever-tightening grip by the politicians on their businesses and their daily lives, and that eventually they must yield private enterprise to the state and exchange freedom and liberty for police government and tyranny. In the latter event, booming business would be a mockery.

Three months ago the American people went to the polls and elected a new President. The Democratic party had assured us that "we have never had it so good," and it promised us a continuation of prosperity, even though that prosperity be based upon the inflationary dollar and credit on the cuff. On the other hand, the Republican Party promised to clean up the "mess in Washington."

The American people listened to these arguments over a period of months, and then, by a thumping majority of 6,000,000 chose morality over prosperity and elected to take their chances with a future depression and integrity in government.

It was a heartening decision, an apparent reawakening of the great moral force, that built America into the greatest nation the world has even known. Our forefathers were moral men. The Constitution which they wrote, and which we should follow today because no greater document of government has yet been written, is a combination of the political preachings of Socrates and the Sermon on the Mount.

America truly spoke its heritage in the election. But there are disturbing clouds in the sky. On November 10, six days after the election, the president of the Southern Medical Association, said at Miami, and I quote his exact words:

"We doctors no longer need to be on the firing line, shooting to save our own hides—and the hides of the people—from a threat of government-controlled medicine which has existed for the past 20 years under the present and preceding national administration."

On November 15, five days later, the American bishops of the Catholic church issued a warning to the American people that the real threat to the nation was "irreligious social decay" and they cited the divorce rate, juvenile delinquency and a lowering of moral standards that has resulted in public corruption.

Now if such an esteemed group

as the Southern Medical Association feels that it no longer has to fight for good government, now that it has achieved the momentary defeat of socialized medicine, and if other groups who voted for morality in government in November feel the same, we are indeed confronted with a tragic future. I cannot help but remind that one of our forefathers, Patrick Henry, warned us that the fight for good government is a continuous one. And if the churchmen are right in their charge that America is facing "social decay," I say here and now that we are doomed as a free society unless every thinking American man and woman rolls up his and her sleeves and stays in there on the fighting front for good government.

Much newspaper space has been filled in recent months with accounts of the scandals in the fed-

(Continued on Page 30)



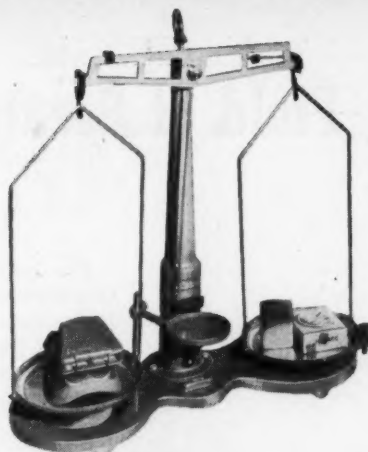
V. M. NEWTON, JR.

MANAGE February 1953

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← *It's more compact*



It's comfortable →



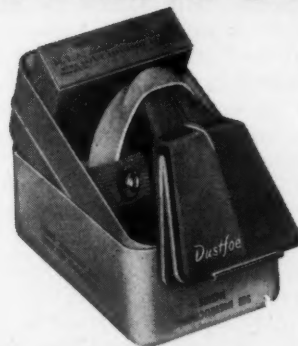
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Set the Dustfoe #55 on a balance scale with a pack of cigarettes and a lighter—the Dustfoe is *outweighed* by many ounces; put the Dustfoe in the palm of your hand—the size comparison gives you a good idea of its compactness; snap the Dustfoe into place—here's comfort that's a welcome change from the unbalanced, bulky feeling of old-fashioned respirators.

Add 'em up and you have the reason for the Dustfoe's growing reputation as "The Respirator Workers Will Wear!" Users everywhere report amazing reduction in workers objections once the Dustfoe #55 is put on the job.

And comfort's only half the story. The M.S.A. Dustfoe #55 is U. S. Bureau of Mines Approved for breathing protection where dusts are not significantly more toxic than lead. Effective filtering action keeps workers safe, lowers accident frequency, and increases the production ability.

Our bulletin gives complete details on design, filter and construction features. Write for it today, or call your nearest M.S.A. representative for a demonstration. You'll be taking an important step toward encouraging voluntary respirator use in your operation.



There's no storage problem with the Dustfoe #55. Contained in metal packing case, with a carton of extra filters, the Dustfoe is easily stored, always protected. Case keeps Dustfoe clean—assists respirator program.



Call the M.S.A. man on your every safety problem

... his job is to help you

MINE SAFETY APPLIANCES COMPANY

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MINE SAFETY APPLIANCES CO. OF CANADA, LIMITED

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Field of Greatest Opportunity: MANAGEMENT

The president of the Du Pont Company, Crawford H. Greenewalt, says that the greatest need of the nation today is competent management leadership in all fields of endeavor. He decries the possible discouragement of men following the management profession by the removal of incentives.

Philadelphia, Pa.—A pressing shortage of management personnel was seen here as threatening future development of the country.

Management leadership in all branches of society is the future's most imperative need, Crawford H. Greenewalt, president of the Du Pont Company, said, warning that there must be an atmosphere in which talent is encouraged to develop.

Mr. Greenewalt addressed the dinner meeting of the Sixth Annual Forecasting Conference of the Greater Philadelphia Chamber of Commerce.

"A never-ending game of hide and seek" is proceeding, he said, to provide the human resources needed for leadership for business as well as for government, military, academic, and professional groups. Maintenance of adequate incentives to induce the continuity of management growth is "the most important problem" faced today.

"The need for competent people is increasing by leaps and bounds as our population grows and as the number of our cooperative ventures increases," he said.

"This question of finding competent leadership for government, for education, for our armies, for the arts, and for business and industry is never ending," he said. "All are seeking, all are competing—for in no age has the supply ever been too large."

Men in management now "can see that the future of our own companies, and of business gener-

ally, must depend importantly upon the caliber of those who follow us—10, 25, and 50 years hence," he said.

"We must seek out and compete for our share of able and talented young people," he declared. "It is our responsibility to bring in as large a crop of promising material as we can, and to provide an environment in which the leaders of the future will mature."

Growth in size and complexity of industry has resulted in a new profession—business management—he pointed out. He noted that for many years leaders have been developed in war, in government, in the church, and in education.

"Now it has become necessary to supply leaders for the large-scale enterprise that business has become," Mr. Greenewalt continued. "And here the task of leadership is particularly difficult, for it is necessary for business management not only to grasp the increasingly complex tasks of the present but so to plan that managerial competence will continue long into the future."

However, in business management the most powerful inducement to undertake the hard, critical jobs—the financial incentive—is being "drastically reduced in importance" by the present philosophy of taxation, Mr. Greenewalt said. In other fields, a variety of intangible incentives have developed over the years, such as the personal prestige, degree of leisure, and cultural environment of the academic world, he pointed out.

But business, for the most part, is largely anonymous and has little to offer in the way of comparable intangibles.

Requirements for leadership in industry are growing more exacting and will continue to do so, which "means that qualified candidates will become more scarce and that competition within industry for top-flight men will increase," Mr. Greenewalt declared.

"So the decline in financial incentive is a matter of grave concern. It is of concern not only to our business, but to all business, and to the nation.

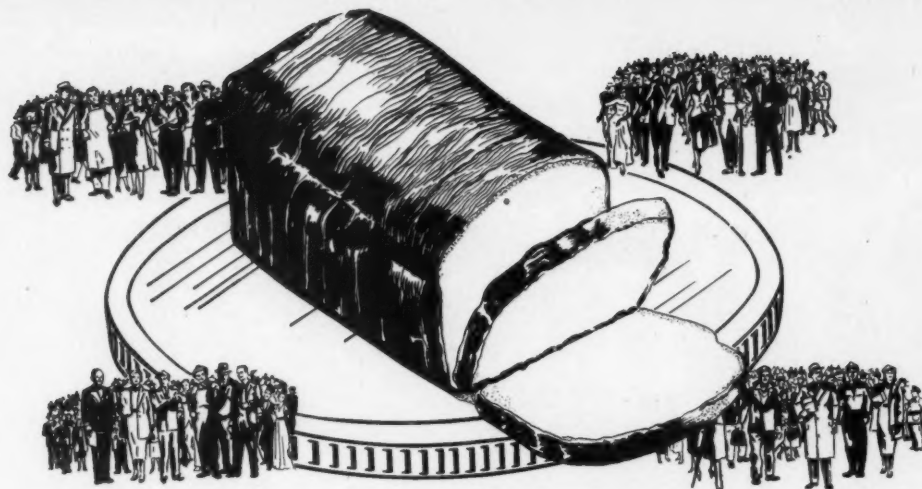
"As steeply progressive income taxes eat away at these incentives, more of our able young people will seek other fields, so fewer of those who are with us will be urged on to those extra efforts that are the difference between success and mediocrity. More will be led to accept a dubious security in place of risk and accomplishment."

It is not a question of a choice between incentives for business and abandoning government work because "there is no such issue," he asserted. "Crushing taxation in the upper brackets has little effect upon the rates which those at the lower levels must pay."

"I worked out a little demonstration of this the other day," Mr. Greenewalt said. "Last year our officers and principal top officials, numbering 40, received 1.6 per cent of our annual payroll. Our upper management group directly below

(Continued on Page 28)

MANAGE February 1953



WHAT IS A LOAF OF BREAD?

I

WE know that like everything else made by man, the cost of bread consists of payments for natural resources,* human energy, tools, and taxes.

But from the standpoint of social justice, how is the selling price divided—what is a loaf of bread in terms of social values?

To find this out, let's start with the way that the bread industry might set up the figures on a dollar's worth of bread.

AMOUNT RECEIVED FROM CUSTOMERS	\$1.00
COST OF OUTSIDE GOODS AND SERVICES	44 7/10c
(Flour, yeast, wrappers, rent, advertising, etc.)	
COST OF HUMAN ENERGY	39 6/10c
(Payrolls, pensions, benefits, etc.)	
COST OF GOVERNMENT	6 3/10c
(Taxes)	
COST OF TOOLS WEARING OUT	2 6/10c
(Depreciation, obsolescence, etc.)	
COST OF USING THE TOOLS	8 9/10c
(Profits, dividends, etc.)	
TOTAL COST OF DOING BUSINESS	\$1.00

II

WHILE these figures are correct as far as the bread companies are concerned, they do **not** tell the true story because they do not show the costs

*Because the cost of natural resources, as such, is a tiny amount, it can be ignored.

contained in the outside goods and services, namely, the income and wages of farmers, truckers, railroad workers, flour mill and paper mill workers, and hundreds of other groups, as well as the taxes, depreciation, and profits of the corporations involved.

While it is impossible to secure absolutely accurate figures, the following is pretty close.

SELLING PRICE OF BREAD	\$1.00
COST OF HUMAN ENERGY	78 7/10c
COST OF TAXES	8 4/10c
COST OF TOOLS WEARING OUT	4 c
COST OF USING THE TOOLS	8 9/10c
TOTAL	\$1.00

III

HUMAN energy, of course, is both the muscular and mental energy that goes into the production and sale of the bread.

It may seem strange to see profit defined as "cost of using the tools" but no other definition is functionally correct because everything owned by any business is a tool used either in the production or sale of the product.

Man's need for tools is the only reason for what we call profit, and if profit did not exist, there would be no reason for people to supply tools.

Here, then, is the division of the bread dollar; whether or not it is "fair" is a matter for each reader to decide for himself.

"BETTER AMERICA" series of illustrated editorials presented as a public service by MANAGE Magazine.



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Second in a series of twelve. Statistics prepared by The American Economic Foundation. Reprint permission on request.



GOOD COMMUNITY RELATIONS—Hundreds of Trans World Airlines employees are pictured in one of the huge bays at the TWA Overhaul Base here when a Korean veteran told the story of the need for blood by America's Armed Forces in Korea. A series of such meetings held in various TWA buildings resulted in TWA oversubscribing nearly 100 per cent the quota of blood requested by the Kansas City Defense Blood Center at Red Cross headquarters.

Making Companies Good Citizens

BY BOB HELMER

Industrial and business managers have the responsibility of being leaders in their communities. TWA tells how it encourages its employees to take an interest in community affairs, with good will and social progress resulting for all concerned.

Kansas City, Mo.—Good community relations are dependent upon a company being a good citizen in its home town, in opinion of John A. Collings, Executive Vice President of Trans World Airlines.

"If a company leads the way, its employees will do their share," he explained. "We in TWA are proud of our employees and their awareness of community responsibilities."

TWA has two home towns, both of which have the name Kansas City. One is in Missouri, where the airline's general offices and operations departments are headquartered. The other is in the adjoining state of Kansas where its overhaul base and purchasing department are located.

"I feel confident," Mr. Collings, said, "that TWA is represented by one or more employees in virtually every community project in this metropolitan area. And in each instance the employee is participating in that project because he is personally interested in it; not because he has been asked by the company to take part."

"This pride in community and company seems to be part of the makeup of the airline employee," Mr. Collings continued. "In the two Kansas Cities, where we have nearly 5,000 employees, perhaps these traits are more noticeable. But TWA also serves 60 other cities in the United States as well as nearly a score of countries overseas, and yet that same interest in community life is evident. The degree of participation is dependent only on the number of employees." In all, TWA employs 14,200 persons.

Several months ago, Mr. Collings received a telephone call from an official of the Kansas City Defense Blood Center at Red Cross head-

quarters here. "Our soldiers in Korea need blood," the caller said simply. "Can TWA employees supply 1,000 pints of blood . . . soon?"

The remainder of the conversation pointed up the urgency of the blood. "Several strikes this summer have curtailed the orderly flow of blood from industry here," Mr. Collings was told. "The men aren't working, and we're falling below our quota to the point where wounded soldiers in Korea may suffer needlessly . . . perhaps even die . . . from lack of whole blood transfusions."

Later Mr. Collings presented the problem to a meeting of department heads, including David W. Harris, Vice President-Industrial Relations; George Clay, Secretary; Erle Constable, Treasurer; M. J. Plodinec, Controller; Fred Betts, Director of Purchasing; Frank Busch, General Operations Manager, and Ray Dunn, Director of Engineering and Maintenance. Within a matter of several days, the request was presented to em-

(Continued on Page 28)

MANAGE February 1953

Ideals are like stars: you will not succeed in touching them with your hands, but like the sea-facing man on the desert of waters, you choose them as your guides, and following them you reach your destiny."—Carl Schurz

Management Must Be a Profession!

BY WILLIAM LEVY

FOR the past seven years I have spoken before NAF clubs, large and small. Many times I have used this subject because it is a goal toward which our Association has been working for a long, long time. Its history is studded with individuals, great and small, who contributed to its progress. I believe honestly, genuinely and sincerely that management *can* and *will* be a profession. Maybe I'm crazy? Maybe I'm too idealistic? But if I am, I feel very much like the Bishop of Seville in the 16th century who, in laying the cornerstone for the new cathedral, placed in it a piece of parchment on which were inscribed the following words, "Let us build here a cathedral so magnificent that those who come after us will think us mad for ever having dared dream of such a thing!" Is it mad, is it impractical to say that foremen, management men of all levels in this country can and will be professional men? On the contrary I would say it is as practical as any aspect of our industrial living. In fact, I feel it is an absolute must.

CHARACTERISTICS OF A PROFESSION

Before we go too far with this concept of the professional man, I think it behooves us to lay it out, just as we would a set of job specifications or a print and see that of which we speak. In examining this concept we find seven facets or component parts which when fitted together provide the mosaic of the professional man or woman. Let me just list them here and then

I'll discuss each point separately and in greater detail.

1. Attitude of mind.
2. Special skill or kind of work.
3. Social responsibility—the "second" mile.
4. Standard of personal qualifications.
5. Standard of conduct—Code of Ethics.
6. Status.
7. National organization of professional group.

ATTITUDE OF MIND

I believe this can be best expressed by just two words, *I profess* or *I know*. I do things because I know and not because I was cloaked with authority. Contrast this if you will with some of the pressure-minded management men who say, "Do this because ———." You ask "Why?" and the answer is "because I tell you so, isn't that enough?" No, unfortunately it isn't enough and wherever you have a member of management who works on this basis, you have a fester point for poor human relations. Such a person couldn't possibly subscribe to the first principle of the NAF Code of Ethics which says, "Every man has an inherent desire to do good work and until you have considered every possible motive, you cannot assume that he wants to do anything less than his best." The pressure-minded man wants power over people, not problems. He feels that people are inherently selfish and the only way to get work out of them is to literally scare hell out of them. He wants everyone to know that he is the boss.

I went to a plant once where within five minutes I heard a group of foremen describing one of their superiors. You know what they called him? *God!* One of them said God wants this and God wants that. He calls us in each Wednesday morning for confession and then lays us out about costs, spoilage, production, etc.. Yes, and they had an adjective they used in front of this gentleman's name, just like the Southerner does with the Yankee. Only they didn't just call him an S. O. B.. No. They called him a *spherical* S. O. B. because they said he was an S. O. B. from *any* point of view !!!

How in heaven's name can we possibly call ourselves professional men until such time as we operate on the basis of facts and knowledge, not force, pressure and authority without reason?

SPECIAL SKILL OR KIND OF WORK

The second requirement of the professional man is that he be engaged in special skill or work commensurate with that of a professional man. And no matter how we analyze it, I defy anyone to point out to me an area of endeavor requiring a higher degree of skill than that of successfully directing the work and lives of human beings. There is nothing more complex than the human organism and certainly nothing more sacred. When the Lord made a man, there were no more like him—he threw away the mold. He made something special and unusual but he

(Continued on Page 34)

PRODUCTION REPORT SYSTEM IN ENGLAND REDUCES SCRAP

SCRAP, HOLDUP AND BREAKDOWN REPORT

Job *Machin Shop, Holdup*

Date *6/1/52*

Nature of Trouble *Mechanical fault
causing loss of production time
Machine No. 635 down for 2 hours*

Effect *Station of plant about down
for 2 hours, 15 min.*

Cause *Inadequate oiling*

How to Prevent Repetition *Instructions about
oil and methods of oiling not frequently
used, which the result in loss should be kept
up and revised to all machine operators.
Reconstruction should be given.*

Comments *Many machines down in
factory, to inadequate oiling, which is
being that result loss of time and money.*

Signed *John F. Smith* *Consignee* *Y. H. Smith*

SYSTEMATIC reporting of production faults—human and mechanical—reduced spoilage by 73 per cent in twelve months at Dexion Limited, manufacturers of metal construction equipment, Eagleworks, George Road, London, E.4.

A report is made out every time a job is scrapped, a breakdown occurs, or production is lost through any cause. The foreman prepares the report in consultation with the operator. One copy goes to the office and other copies retained by the foreman and operator, both of whose signatures appear on the report.

A factor which has contributed substantially to the success of the system is that it was made clear from the start that it was not an attempt by management to find a scapegoat when something went wrong. It is regarded as an instrument of cooperation between management and worker to promote production efficiency. The operator concerned is encouraged to offer his suggestions as to how a similar occurrence may be avoided in the future.

A report analysis is made under seven main headings:

- (1) A Clear statement of the problem.
- (2) Date of occurrence.
- (3) Nature of trouble.

(4) Loss in terms of time and money.

(5) Cause of trouble.

(6) How to prevent repetition.

(7) Comments.

(See sample report on this page.)

It is important that the nature of the trouble is stated in detail. In the case of mechanical breakdown, the machine concerned is always specified. Subsequent study may reveal where a machine is costing more repairs and replacements than is justified by its output.

Production delays are always noted in terms of loss of time and money. It impresses everyone concerned to see how costly can be the results of small errors of judgment or carelessness. It further heightens the effect when a copy of the report is displayed on the works notice board, where it can be read by everyone in the plant.

One effect of the reports has been to demonstrate the need for instruction sheets in cases where frequent breakdowns occur. In one shop, 35 per cent of hold-ups were traced to faulty or insufficient oiling of machines. Instruction sheets and notices were prepared which drew operators' attention to the necessity for frequent oiling of their machines.

A study of reports is included in the training courses for new employees. They sometimes form the

basis for lectures or discussions on problems connected with different departments or manufacturing processes. Reports relating to the same process or part of the works are collected in separate binders for study purposes. For supervisors and foremen, especially, they have proved invaluable sources of information.

A definite link-up between the problems brought to light in the reports and the works suggestion scheme is apparent. Workers are given something definite to work on, rather than waste their efforts on unimportant ideas which cannot be applied.

Among the many instances where operatives have provided practical solutions to problems brought out in reports are the following:

Frequent hold-ups on an overhead conveyor meant 45 minute stoppages while matters were being put right. A suggestion provided the answer—a different type of guide rail.

Replacements for broken pilots on press tools were unusually heavy, until somebody suggested retempering—result, much longer service from each pilot.

An overhead conveyor was under almost continual repair before a suggestion to fit larger buffers on the gantry put things right.



THE THRILLING NEW BEL AIR 4-DOOR SEDAN

This is the 1953 Chevrolet... and these are some of the wonderful new things it brings you...

If it's *beauty* you want... take a look at the long, low, smoothly rounded lines of the 1953 Chevrolet... the superbly styled exterior and interior of its new Fashion-First Body by Fisher... and you'll *know* that here is beauty hitherto found only in custom-built creations.

If it's *performance* you want... take the wheel and experience the new power, acceleration and passing ability of Chevrolet's 115-h.p. "Blue-Flame" Valve-in-Head engine* or the highly improved 108-h.p. "Thrift-King" engine.

If it's *comfort* and *safety* you want... you'll prize the roominess of Chevrolet interiors... the ease of Velvet-Pressure brakes... the luxury of the Knee-Action Ride.

And if it's *economy* you want—you'll be glad to know these new Chevrolets are thriftier than ever and *lowest-priced* line in their field. See and drive them at your earliest convenience. Chevrolet Division of General Motors, Detroit 2, Mich.



The new interiors are richer and roomier. Large, spacious and color-matched with exterior colors in "Two-Ten" and Bel Air models.

You'll enjoy finer performance and economy. Choose the brand-new 115-h.p. high-compression "Blue-Flame"* or greatly improved 108-h.p. "Thrift-King" engine. Both give thrilling new power, acceleration and passing ability—with greater operating economy.

New Powerglide* gives faster getaway. Coupled with the entirely new "Blue-Flame" engine, it gives fleetier performance, greater economy, and finest no-shift driving in Chevrolet's field.

New Power Steering responds to your finger tips. Lets you park and steer with finger-tip ease. (Optional on all models at extra cost.)

The car is stronger, more durable. The Body by Fisher is sturdier than ever, the entire car more durable, due to stronger construction in part after part.

Brakes are big, sure-acting. Largest brakes in Chevrolet's field. Operate with velvet ease.

*Combination of Powerglide and 115-h.p. "Blue-Flame" engine optional on "Two-Ten" and Bel Air models at extra cost.

(Continuation of standard equipment and trim illustrated is dependent on availability of material.)



MORE PEOPLE BUY CHEVROLETS THAN ANY OTHER CAR!



ADVANCEMENT FOR DWIGHT FRICK—Dr. James E. Bathurst, left, NAF Executive Vice President, tells Dwight Frick, Assistant Editor of *MANAGE*, goodbye as the latter resigned February 1 to become art director of the Dayton office of Foote, Cone and Belding advertising agency.



A LOTTA TERRITORY!—George R. Park, President for zone B, goes over map for new territory with Fred Marble, left, NAF Director for zone B, and Bendix Clay Ramsey, NAF Director from Kansas City. All three men live in Kansas, which is the territory.



COLUMBUS DISPATCH REPORT JOHN MEINHARDT, president of the Columbus Bolt & Forging Co., Columbus, Ohio, radio and TV men were on the spot the night of the recent million dollar riot and fire in Ohio.



RY!—George R. Parkinson, center, NAF Vice President, is shown here for new management clubs with Director of Bendix Aviation Corporation, and Director from Kansas City Structural Steel Corporation in Kansas, which is the zone B "capital."



CH REPORTER JOHNNY JONES, seated, is editor, president of the C. B. F. Management Club, of Columbus, Ohio, as newsmen, magazine, on the spot the company for a view of the and fire the Ohio Penitentiary.



NEED A TRUCK DRIVER AT YOUR PLANT?—Joan Rice, Warner Bros. motion picture star of "His Majesty O'Keefe," had this picture taken as she worked in the Fiji Islands recently. Her specific qualifications as a truck driver are not listed, but her more general qualifications are exposed above.



MAKING CHRISTMAS MERRY FOR OTHERS, the Aluminum Ore Foremen's Club undertook as one of their club projects the manning of the Salvation Army kettles in East St. Louis, Ill.. Shown making their contribution are club member Al Lynch and Mrs. Lynch. The collector is Stanley Matejke, retiring club vice president.

Management on Review



"AMERICANS DON'T REALLY HAVE A RIGHT TO WORRY" was the message of Mack Sauer, editor of the Leesburg Citizen, on occasion of the annual Lima Foremen's Club "Ladies Night" meeting. Mr. Sauer outlined his experiences gained during a recent visit in England where "even eggs and meat are still rationed." Shown above welcoming the speaker are, left to right, S. E. Cheney, C. A. Stump, Sr., Sauer and F. H. Smith.



MODERN MATERIALS AND METHODS PROGRAMS are featured preceding each regular meeting of the Toledo Foremen's Club. This particular exhibit, which is on welding, brazing and soldering, was viewed by over 1100 supervisors before their November meeting.

GATES "FOREMAN OF THE YEAR"

Denver, Colorado—Ervin Walthers, member of the Rocky Mountain Management Club, was named "Foreman of the Year" at the annual Gates Foremen's party held in December.

Presentation of the award came as a result of foreman competition at the Gates Rubber Co. throughout the year in such fields as safety, care of equipment, relationship with employees, absenteeism, etc..

Each month the contest committee announced a "Foreman of the Month." Then, at the annual dinner, one of the monthly winners was named for the year's top honor. Walthers had previously been "Foreman of the Month" for September.

Other Rocky Mountain Management Club members who won the coveted "Foreman of the Month" awards during the year were Harold Smith, Del Peterson, William Hamilton, Jake Eckhardt, Walter Winiarz and Orland Moore.



ERVIN WALTHERS, a veteran employee of 12 years with the Gates Rubber Co., Denver, Colorado, was honored recently by the Company with its "Foreman of the Year" award.

MANAGE February 1953



KENNETH H. SMITH, former NAF national director, has been named staff manager of labor relations by Westinghouse Electric corporation in Pittsburgh. Until recently he had been industrial relations manager at Westinghouse's small motor division in Lima, Ohio.

CURTIS HITS THIRD SAFETY MARK

Clinton, Iowa—Roy Schoenig, Clinton division safety director for Curtis Companies Incorporated, has announced the successful completion of 1,000,000 man-hours of work at his plant without any disabling accidents. It is the third time in the history of the Curtis Company that any division has passed the one-million manhour safety mark.

Mr. Schoenig, who is also president of the Curtis Woodwork Foremen's Club, gave the credit for the fine safety record to the "safety consciousness of the Curtis employees." W. H. Douma, of the Curtis personnel department, said much credit for the record was due to "the hard work of the safety director, Roy Schoenig."

On July 16, 1951, the Clinton division set a world record in the woodworking industry by working 3,634,107 man-hours (1065 days) without a disabling accident.

CONFERENCE CHAIRMEN NAMED

Pittsburgh—Homer W. Fry, President of the Western Pennsylvania Affiliated Clubs of The National Association of Foremen, has announced two chairmanships of the 4th Annual Conference to be held Tuesday, March 10, at the Schenley Hotel, Pittsburgh. Joseph A. Frederick, National Supply, Ambridge, is the general chairman of the conference and Clayton Kuester, National Tube Co., McKeesport, is program chairman.

MANAGE February 1953



MINISTREL SHOW CAST for the annual "Fun Night" of the Maytag Management Club are pictured above, kneeling left to right, Jim Biggane impersonating Groucho Marx, Harley Wentzel, Stuart Ferguson as the tiger and Cliff Conn. Standing are Frank Miles as "Mr. Interlocutor," Evan DeJong, John Symons, Jim Lannert, Jack Wehrle, Don Gidley, Bud Still, Bob Keene and Bill Bassett.



A "BABY-DIAPERING" CONTEST has three brave management men in a quandary above, but the contest proved to be one of the highlights of the Christmas Party of the Spang-Chalfant Supervisors Association of Ambridge. Shown are, left to right, contestants Paul Reader, Mike Fink and Charles Baran and Master of Ceremonies Jackie Bright.



CONGRATULATING JOSEPH E. BRUNDAGE, second from right, upon being elected president of the Foremen's Club of Kalamazoo is outgoing president William S. Kreibel. 1953 officers pictured above are, left to right, John J. Hoppe, F. L. Corbat, Kreibel, Brundage and Richard G. Brown.

INDUSTRIAL SPOTLIGHT

Rex Rice, Northrop Aircraft, Inc., Hawthorn, Calif., told a Midwest Research Institute conference in Kansas City, Mo., that automatic computers are fostering a new concept in engineering thought. He stressed this new trend as one of the major gains from the use of automatic computing equipment.

The American Pulley Company, Philadelphia, has announced the appointment of Henry H. Hamilton, formerly advertising manager, to assistant manager of the materials handling division. Joseph C. Solette, Jr., formerly district manager of the St. Louis office, has been promoted to sales promotion and advertising manager.

B. A. Hodapp, former NAF president and ex-director of the association, was selected by the city editor of the Columbus, O., Citizen as one of the "Ten Men of the Year" for 1952. The city editor cited Mr. Hodapp for "developing a sense of responsibility in civic affairs among employees in his own plant, and his readiness to serve any worthy cause."

The increasing paper-work of modern business is "no more, no less, than a manufacturing job" and its "vast hidden costs" can be cut by machines in the same way that industry uses machine tools, Harry M. Nordberg, vice president of Pitney-Bowes, Inc., said in New York.

The appointments of Thomas J. Lounsbury as sales promotion manager of the washer division and Bernard "Pat" Collins and Charles W. Rexford as new regional sales managers for Whirlpool Corporation were recently announced by sales manager John M. Crouse.

A plaque was presented recently to Rene D. Wasserman, president of Eutectic Welding Alloys Corp., Flushing, N. Y., for the outstanding "new product" of the month by Richard A. Gagny, eastern representative for "Mill & Factory" magazine.

New ways of achieving labor-management harmony around the conference table will be explored in San Diego next summer. Thousands of men and women from Canada, Mexico and the United States will join in the first North American conference on apprenticeship. George C. Clark, Solar Aircraft administrative assistant, and C. O. Taylor, president of the San Diego county central labor council, are serving as co-chairmen of the conference planning.

O. B. Wilson has been named industrial instruments sales manager for the industrial division of Minneapolis-Honeywell Regulator Company, Philadelphia.

Arthur F. Douglas, president of the Hotels Statler Company, Inc., said the Statler Center in Los Angeles is the largest single hotel project to be constructed in America in more than twenty years. It cost \$25,000,000.

Jay DeEulis, former engineering editor of STEEL, has joined Carboly department of General Electric Company in Detroit as technical editor of the news bureau.

Approval has been received from the Bureau of Aeronautics and the Bureau of Yards and Docks on the first three units of a building program which will expand the facilities available to the TEMCO Aircraft Corporation for production of the McDonnell F3H Demon and other aircraft, according to TEMCO president Robert McCulloch.

Walter Lefebre has been appointed director of new television market development for the radio and television division of Sylvania Electric Products, Inc.. He has served with Philco, Westinghouse and Emerson.

Meyer Kestnbaum, president of Hart, Schaffner & Marx, Chicago, has been elected chairman of the Committee for Economic Develop-

ment, it was announced last month. He succeeds Marion B. Folsom, treasurer of Eastman Kodak Company, Rochester, N. Y..

STEELWAYS, the magazine of American Iron and Steel Institute, New York City, said recently that the nation's basic industry—steel-making—has been spreading out geographically at the same time that it has increased its productive capacity by 27,000,000 tons annually.

Kenneth Wells, president of Freedom Foundation, Valley Forge, Pa., and former NAF Area Manager, has announced that President Eisenhower will serve as honorary chairman of the Freedom Foundation board. Mr. Wells will receive, starting at Temple University in March, four honorary doctor of philosophy degrees from U. S. colleges and universities.

The effects that new leadership in Washington and in the major labor unions will have upon the conduct of business in 1953 will be explored at the opening session of the national personnel conference to be held by the American Management Association, February 16-18, at the Palmer House in Chicago. More than 1,800 personnel executives from all parts of the country are expected to attend.

Dr. Robert N. McMurry, founder of Robert N. McMurry & Co., Chicago, has announced the consolidation of his company with an affiliated organization, McMurry, Hamstra & Co., of San Francisco. Simultaneously Dr. McMurry announced the opening of new offices in Los Angeles and San Antonio. The firm serves a wide range of industrial and commercial clients as consulting psychologists specializing in personnel administration and market research.

Charles E. Wilson, former president of the General Electric Company and director of defense mobilization during the early part of the Korean War, was presented with an honorary membership in the American Society of Tool Engineers.

Mrs. H. Paul Nelligan, vice president and director of the EASY Washing Machine Corp., Syracuse, N. Y., wrote and published a labor-management statement of industrial philosophy, which was signed by officers and directors of the company and by the officers and directors of Local No. 321, I. U. E., C. I. O..

ECONOMIC CONDITIONS HERE AND ABOARD

Middletown, Ohio—Mr. Charles R. Hook, chairman of the board of Armco Steel corporation, in his "Management Night" address at the Manchester Hotel on January 8, told the Armco Fabricating Division Foremen's Club that they are vital links in America's business economy.

Mr. Hook presented a comparison of economic conditions here and abroad compiled during his recent trip to Europe with Secretary of Commerce Charles Sawyer. He explained how the mission studying economic conditions obtained its information and supplemented his points with interesting side-lights. One observation made by the steel executive was that "the lack of the role of Foremen in relation to Top Management as it exists here is one reason why European economy cannot match that of the U. S."

Special guests at the "Management Night" meeting were Armco Executives and their wives.

HONOR TO J. B. MURRAY

Brooklyn, N. Y.—James B. Murray, president of the Murray Manufacturing Company, Brooklyn, was chosen as the Kings County Management Club's "Top Management Man of the month" in January. In an address before the club, he told members that the foreman's job is the same as the enterprise—"to get out production. All the other staff departments can only justify their existence by the fact that they help the foreman in this basic job."

Murray explained that two of the reasons the foreman "gets left out of the game" are:

They simply resign from their positions by neglecting to defend management when it is criticized.

The foreman problem is geographical—out of sight, out of mind—but he can't sit back and stew, but he must make every effort to find out what is going on in the company.

Another featured speaker of the evening was F. Collyer Snyder, of New York, a frequent speaker before NAF conferences and conventions and for many years the special commissioner of Press Progress of the World.

OHIO RUBBER HEARS EXPLORER

Willoughby, Ohio—Miss Bernice M. Goetz, explorer-lecturer from Rocky River, Ohio, spoke on her experiences in the jungles of Central and South America at the "Ladies Night" dinner of the Ohio Rubber Company Foremen's Club recently.

Miss Goetz, who has made 12 major trips into the jungles since she was 19 years old, remarked that each trip has provided a new and different experience for her. Discovering three buried pyramids in Mexico and an Inca fortress in Colombia, being stranded alone in Indian headhunter country in Ecuador and excavating idol heads from several pre-Aztec civilizations highlighted the experiences retold by Miss Goetz.

MANAGE February 1953

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BATTLE CREEK MANAGEMENT FORUM

Battle Creek, Michigan—An estimated 1,500 foremen and supervisors from industries throughout southwestern Michigan will meet in Battle Creek for the Fourth Annual Management Forum on February 21 at W. K. Kellogg Auditorium.

The 1953 Management Forum will include nine conference sessions and will feature Dr. Kenneth McFarland, well-known educational consultant for General Motors, lecturer for Reader's Digest Magazine, and superintendent of schools in Topeka, Kansas, as main speaker during the afternoon session.

Conference leaders will include Jacob Schoeppler, Michigan State College; R. S. Pool, Kellogg Co.; Ray Mohlie, Oliver Corp.; H. F. Gracey, Management Consultant; William S. Sadler, Jr., Sadler, Hafer & Associates; William H. Stevens, Economist; Dr. Carl Frost, Michigan State College; A. A. Beste, Koenig Coal & Supply Co.; Arthur W. Egner, Swift & Co.; William Mahoney, Oldsmobile Div., GMC, and Dr. Arnold E. Schneider of Western Michigan College.

The purpose of the conference is to afford management men the opportunity to discuss problems of industrial supervisors and to further define their responsibilities to management and other men working for them.

The Forum is jointly sponsored by The Battle Creek Foremen's Club, The Clark Equipment Co. Foremen's Club, The Post Cereals Foremen's Club, The Oliver Corp. Management Club, and the Foremen and Supervisors Club of the Union Steel Products Co.

WHEELING SEMINAR

Wheeling, West Virginia—The Wheeling Area Officers Council Seminar, conducted by NAF General Manager William Levy, was held at the McLure Hotel in Wheeling on October 29, 30 and 31.

Attending as delegates were two representatives of each of the four Wheeling Steel NAF clubs at Wheeling; Yorkville, Ohio; Martins Ferry, Ohio; Benwood, West Virginia, and Steubenville, Ohio.

Principal speakers for the seminar were Levy, B. D. Danchik of Chicago, William Johnston of Armco Steel corporation, T. O. Armstrong of Westinghouse Electric corporation, Stephen R. Quinn of General Motors corporation, Frank J. Schaeffer of U. S. Steel, NAF Area Manager Ray F. Monsalvatge, Jr. and W. J. Mowery of Columbus, Ohio.

The day after MacPherson's wife presented him with offspring, the proud father was seen in the drug store purchasing a baby bottle.

"Man, that's scandalous extravagance!" said a fellow-countryman.

"It's necessary, though," sighed Mac. "The woman's gone and had triplets."



THE "courting" habits of wildlife species have always been of great interest to naturalists and outdoorsmen. Until the development of motion pictures, and more particularly color, and the perfection of picture-taking techniques, few of us ever had the opportunity to see these amazing spectacles. What brings this to mind is an excellent movie we saw the other evening at a sportsman's club meeting.

"Sunrise Serenade" it was called, and most any sportsman club could get a showing of it by making arrangements through their game and fish department. The picture deals with three species of grouse which are of much interest to scatter-gun enthusiasts—prairie chicken, sage hens and the sharp-tail. All three have similar habits in congregating on the "booming" or "strutting" grounds during a short period in the spring and again, to a more limited extent, in the fall.

In each case the male birds begin coming in before dawn, with each individual taking his allotted piece of ground, secured by his fighting ability. Then, until the sun has risen, he struts, booms, goes through his dance routines in a manner sure to capture the hearts of the lady grouse, and chases from his claim any other male bird who attempts to muscle in. The ceremonies are repeated at sundown.

This movie has an excellent sound track and faithfully records the booming, the "tap" dancing and other sounds that accompany the grouse ceremonies.

Not so well known generally are the ceremonies engaged in by all, or most of the wading species of birds.

We've had the opportunity to watch the antics of the sandhill

George Andrews photo

crane, which in flocks of thousands pays a short annual visit to the high, moist valley of San Luis of south-central Colorado in the spring. This crane is a big fellow, reaching a height of over four feet with a wing spread of as much as seven. Protected now of course, he is nevertheless excellent eating.

Through glasses it isn't difficult to get close enough to watch the strutting, bowing and scraping with which the male bird seeks to win the heart of his lady. They'll toss small sticks in the air, rise a short way off the ground with a great beating of wings and seem to be showing-off much as do teenagers among the human species.

The Colorado game and fish department has been working for several years to get this spectacle documented in color film. We hope the job will be completed with this spring's visit of the sandhill crane, and released for general showing later in the year.

A nice New Year's letter from Kenny Gates, Assistant Personnel Director for the Iron Fireman people and a member of the Greater Portland Management Club. Kenny is a dyed-in-the-wool salmon and steelhead fisherman and writes interestingly and well about his favorite—fishing. Let's quote from his letter:

"Scene is sun-up on the Kalama River, State of Washington, forty

miles from Portland. You've just been hung up on the bottom, freed your line with a jerk, losing your split shot only. You've re-rigged, and are about to make another cast.

"You glance down stream about where you were hooked up. All at once out of the water in a burst of spray comes a large bright silvery steelhead in a full length leap as only a steelie can do it. You stand transfixed as you hear the thump with which it hits the water again. Now, you are actually scared and you wonder just what you would do if you hooked one like that fellow.

"As you calm down you get set for your second cast. I tell you to cast again quickly for many times they will hit if you get the lure to them right after they jump. You get away a nice cast with just a little more line out. The sinker hits the bottom once, twice and again you get that sickening feeling in the pit of your stomach. Then you tell yourself you've snagged on bottom again. You come up on the strike hard, then all Hades breaks loose for out of the water he comes shaking his head from side to side trying to throw the little spoon. As he hits the water he streaks for the head of the pool. You reel frantically to catch up with him, yelling loudly, 'I've got him, I've got him!'

"I yell right back, 'Yeah, you've got him, but you haven't landed him.' You have a silly grin on your face as you feel the surge of that big fellow. Suddenly, the fish jumps again, this time headed down stream, then as the reel begins to sing out he comes again trying desperately to throw the hook. There he goes streaking down through the hole. You try to hold the rod tip high for the line burns your thumb as you try to keep some tension on the reel. I try to

Sandhill Cranes during courting ceremony, near Alamosa, Colorado.



tell you to give him line faster, but you don't even hear. WHAM, another leap as down over the other riffle goes your seaward-bent steelie.

"All at once you realize that you are going to have to follow him or lose him. You flounder down through the riffle trying to keep your feet as best you can. All this time your line is still screaming off the reel. After what seems ages to you, you at last reach the next hole at just about the same time your fish slows down. Not only does he slow down, but he stops and sulks at the bottom. This gives you time to catch your breath and to wait for your heart to stop thumping so wildly.

"You glance around now and find that you are at the head of a somewhat similar hole only much longer. Your fish is still sulking so you give him the butt to waken him. Gradually he gives a little and you begin to bring him along. You begin to think about landing him. You realize all at once that you have never had a fish of that size hooked before and especially on such light gear.

"As you reel in slowly you turn around and ask for advice as to how to land him. You are told that you are on the bar in ankle deep water which is an ideal situation to land a fish if he is played out. You are told to keep bringing him in slowly, but to watch for a fast break down through the hole again.

"By now you are getting mighty anxious to see that fish. Soon you do see him finning lazily along holding back as much as he can so you step forward to see him better, and that's the signal for the fireworks to start all over again. Out in the main current and off down stream like a streak, however this time he doesn't go so fast, and he begins to come in easier. Gradually you work him in again; this time as he gets near you he rolls over on his side which is a sure indication that he's tiring rapidly. Slowly, slowly you reel, all the time being set for another run. In he comes now with all the fight gone from him as he lies completely exhausted. You lift him up with a hard grip over the back of his gill

MANAGE February 1953

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covers, and you run far back on the dry bank. Then, and only then do you realize that you have fought and landed your first steelhead. The first sickening fears are gone and in their place is a very fierce pride knowing that you have truly licked a worthy warrior.

"Well, Joe," Kenny continues, "that's it. If you've never been here, come on out and try it. If you have fished for these beauties, I

am sure just the thought of it will make you wish you were on the stream again."

"Yeah man, Kenny," we reply, "and in early April we'll be out to see you, and you can demonstrate what you write about so well."

Kenny goes on to say that he'd be mighty happy to help any of you Manager-fishermen who plan to hit the northwest for some steelhead or salmon fishing.



How would you have solved this?

NOTE: In order to be considered for cash awards and the certificates of special citation, all solutions to the "How Would You Have Solved This" supervisory problem must be postmarked not later than February 28, 1953. Address your solutions of no more than 500 words to Editor, **MANAGE**, 321 W. First Street, Dayton 2, Ohio.

HERE IS THE SUPERVISORY PROBLEM FOR FEBRUARY

To the Editor:—

I am the advertising manager for a large retail department store. My duties consist of directing the creation and production of advertising campaigns. I have had twenty years experience in advertising and under my direction are talented and experienced personnel.

I have been with this department store one year, and it's been a year of the most perplexing and exasperating experience of my career.

My boss, who is sole owner of the business, fancies himself an advertising expert. Need I say more? Not only are our department's ideas vetoed, but his (the boss's) ideas are crammed down our throats. I have really attempted to discuss the problem with him and to point out that our newspaper ads look terrible because of his interference, and that the whole advertising program could be more effective and economical. He merely grunts and remarks "Look, I've been in business here for forty years and we're doing alright—I know good advertising when I see it." What can I do? I've come to the conclusion that advertising is his hobby. He just likes to meddle in it.

Business is good now, so the boss claims credit with his advertising ideas. How can I convince him that with our professional advertising staff we could handle our duties more effectively and economically without his interference?

—William DeDoe

Here Was the January Supervisory Problem

To the Editor:—

I have recently changed positions to accept the office managership of a large manufacturing company. In my former job, in another city, I was an assistant to an office manager and I have very definite ideas about office procedure and the responsibilities of an office manager.

I have a problem that has become very touchy to me and I don't know how to handle it. My employees compare my way of doing things with my predecessor by saying, "Mr. Brown always kept the files this way . . ." "Why, Mr. Brown never did that." or "Mr. Brown always let us do that."

The last straw came a few days ago when the vice president stormed into my office and demanded, "Where is the key to the petty cash box? Brown never kept the petty cash locked during the day!"

I know I'm becoming sensitive about it; but I believe my way will work, because I've seen it work. I also believe that the reason I'm with this company is because the top management wanted a rejuvenation in my department. What should I do?

Frank Burton

JANUARY WINNERS

Following are the best "solutions" to the supervisory problem of the January issue. The men who wrote them have received checks for \$10.00 each and a handsome two-color Merit Award certificate for framing.

Discuss Procedure

By Richard T. Whitmore, Gladding, McBean & Co., San Fernando, Calif.

The solution to Frank Burton's office managerial problem is quite clear. From the facts given, top management needs and wants a rejuvenation. It is wanted because of the obvious slipshod

methods of the predecessor, and it is needed because one of the top management has fallen into line with those slipshod methods. Having moved from a small company with loose control into a much larger one with tight control, I found the way is in the right procedure. Your problem can be settled easily, then, with a clear-cut standard procedure.

First, arrange for meeting with those who can approve and enforce definite controls. Present them with facts showing exactly why a standard procedure is needed and how it will increase office efficiency. Since you have been reminded constantly of how your predecessor did things, work the weaknesses of his methods into your talk without ever referring to him. Merely talk of present operations and improvements. In this way you can have an answer prepared to every objective. This does not mean, however, that suggestions from top management are to be turned aside. All your solutions are not perfect and the right suggestion from a superior, if willingly incorporated into the procedure, will strengthen its chances of being accepted. Find out what top management wants and turn it into a solid policy of control.

Second, meet with your employees on company time and discuss the new procedure. Show them top management is interested in making their job easier and more efficient. Impress upon them the fact that having a procedure is not oppressive but will point to a definite way of handling routine in a fixed manner, thus letting them know where they stand in all the decisions they make. This very small amount of regimentation will cause respect for your leadership and increase human relations. It will show your employees the company is interested in them.

Third, print copies of the procedure, and after a final approval by top management, distribute a copy to every employee under your jurisdiction and to all supervision. By apprising supervision of your procedure, you will let

them know how they can be served the quickest on their problems involving office contact.

Rejuvenation by peaceful evolution through standard procedure is the essential solution in all office management.

Destroy Inferiority Complex

By Leonard H. Roling, Curtis Companies, Inc., Clinton, Iowa.

It seems to me perhaps Mr. Burton has an inferiority complex which needs to be destroyed. He says that his way will work, but does he sincerely believe that it will? Being an assistant is different from being the one to make the decisions.

It sounds as if the slightest criticism is causing him great concern. It is only natural that remarks will be made when changes are put into effect. He should make up his mind that Mr. Brown is no longer employed by the company; therefore, what he did is a closed book. Perhaps Mr. Burton is afraid that Mr. Brown was more capable of handling the office.

I would say that he should discuss with his superiors how they wish him to handle his department. If it is up to Mr. Burton to make the changes necessary to make things work, he should be certain he fully understands how things have been done previously. He should first make certain that he will be making an improvement over the procedure being used. Perhaps Mr. Burton has an obsession that everything must be done his way. He should not be afraid to listen to his employees' suggestions. Then if he knows he is right, make decisions without any qualms. It is Mr. Burton's duty to see that everyone is fully informed of new policies. Then there won't be any questions on how things should proceed under his leadership.

If Mr. Burton is going to be boss, he must have enough fortitude to run a department; otherwise, he will be changing his mind all the time. If such a situation occurs, he will lose the respect of his employees. They will feel that he is not qualified and too inexperienced to hold the position of office manager. It looks as if things would work out if Mr. Burton's employees fully understood how he wished things done. He should then allow time for their attitudes to catch up with the changes and not be so sensitive about their remarks.

Slow Down on Changes

By George R. Simpson, Consolidated Vultee Aircraft Corp., San Diego, California

Mr. Burton, your problem is a rather complex one. I think that the first step toward its solution is to realize that the rejuvenation you hope to attain depends not so much on *Your* definite ideas of procedure, but upon the employees' ideas. They are the ones who ultimately manifest the ideas.

It is likely, Mr. Burton, that your predecessor was extremely well-liked by the employees and his co-workers, although from the viewpoint of the top management he was iax.

Try then to put yourself in the place of your employees. Isn't it possible that to them you represent the outsider (since you are from another city) who usurped Mr. Brown's position?

I get the impression that you have made the changes that you deemed necessary too rapidly. Human beings often resist and resent sudden change. In an attempt to inaugurate new procedures, you possibly have made unessential changes like keeping the petty cash box locked. This undoubtedly appears to be a reflection upon the honesty of the employees and co-workers and they understandably resent this.

I believe that a successful solution of this situation depends largely upon gaining the confidence and cooperation of your employees. In the last analysis they are the ones who can make or break you. Ask the employees for their help and suggestions, slow down a bit on the changes and try to be more elastic and less rigid in your ideas. Try to be of them instead of over them.

The problem is not one of procedure, but one of human relations.

Honorable Mention—B. E. Bugg, Miami, Florida; William A. Regenold, Toledo, Ohio; Glenn O. Merrick, Waynesville, Ohio; Daniel B. Roseberry, Kokomo, Indiana; Harold A. Haggerty,



- APRIL 6-10**
Management Unity Seminar
Dayton, Ohio
- APRIL 10-11**
Executive Committee Meeting
Dayton, Ohio
- MAY 14-16**
Board of Directors Meeting
Battle Creek, Michigan
- JULY 13-17**
Management Unity Seminar
Dayton, Ohio
- JULY 24-25**
Executive Committee Meeting
Dayton, Ohio
- SEPTEMBER 23-25**
30th Annual NAF Convention
Milwaukee, Wisconsin
- OCTOBER 5-9**
Management Unity Seminar
Dayton, Ohio
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FIELD OF GREATEST OPPORTUNITY . . .

(Continued from Page 12)

this level, numbering about 300, received 2.7 per cent.

"Let's assume that a tax of 30 per cent is to be levied on the entire payroll, or in other words, that Du Pont employees, considered as a taxable community, are to produce that much in tax revenue, in one way or another. We could, of course, simply tax each man 30 per cent of his pay. If we followed current tax practice, however, we would hesitate to take this step on the grounds that the upper-level incomes should bear a heavier burden. So we assess those in the highest income group 90 per cent, and those in the second group 60 per cent. Theoretically it would be argued that this would materially reduce the assessment of the rest.

"But the fact is that the inequitable tax at the upper levels will reduce the liability of the lower by only three per cent. And the national figures are not substantially different," he said. "Surely this is a small return for having seriously crimped the incentives of the management group," Mr. Greenewalt declared.

"Without attempting to prophesy, I look upon diminishing incentive as perhaps the most serious possibility now facing business," he said. "If financial reward is absent, or is greatly reduced, the number of candidates for management positions will decrease. And business will be that much less able to fulfill its responsibilities to the nation."

The American economy is strong "because we have created an atmosphere under which the incentive to human achievement has been given the widest possible scope. We have become strong because we have provided whatever incentives were needed to make our people do their best. We will become weak when we turn our backs on the great and compulsive force of self-interest."

COMPANIES GOOD CITIZENS . . .

(Continued from Page 14)

ployees. They supported it enthusi-

astically and Red Cross officials later declared it "one of the outstanding blood recruitment programs in the United States."

The TWA quota had been over-subscribed by nearly 100 percent, and at this writing more than 1,000 pints of blood have been donated while other employees who had signed pledges are awaiting their turn to offer their blood.

It was not the first time that TWA employees had contributed blood. For several years they had made substantial donations of whole blood to veterans hospitals in nearby towns. These were in the form of Christmas presents to the veterans since the donations were made during the first three weeks of December.

The blood donations are typical of TWA's community relations effort, Mr. Collings pointed out. Scores of families are "adopted" at Christmastime. In winter months, employees and their families participate in league bowling and basketball tournaments. In summer they root for their junior baseball team, entered in the 3.2 league, which is comprised of sons of TWA employees.

One of the attorneys in the company's secretarial department, stages gratis magic shows regularly at orphanages, children's hospital wards, and scout affairs. It is a hobby with him. Another attorney, is president of the Women's Bar Association. Other employees are active in politics, school, lodge and church work. TWA was one of the sponsors of the Starlight Theater and some of its employees participated in various productions. Likewise, the airline takes a sponsoring interest in the city's stellar attraction, the American Royal, and one of its employees was selected as a hostess for the coronation ball this year.

Other employees are active on various committees of the Chamber of Commerce, the Civilian Defense Committee, and in military reserve activities. Executives and employees are sought out as speakers by luncheon clubs.

In a recent bond election here, more than 100 TWA employees took part at the polls to stress the

importance of aviation in the community's economic life. But the city's voting population was intensely interested in TWA's growth, too, for they voted overwhelmingly in favor of a bond issue that ultimately will provide the airline with much needed new \$20,000,000 overhaul and maintenance base north of the downtown area. The new base will be owned by the city and leased to TWA at a rental which ultimately will amortize the facility. At the same election, the city voted to build a new industrial airport on which the new TWA base and other commercial aviation facilities will be built. Ground breaking ceremonies will be held next year with the construction work to move ahead as rapidly as possible.

Such is the tribute of a city to an industry with good community relations. "And TWA is jealously proud of its good name, its employees, its friends and neighbors in its home towns" Mr. Collings added.

Last year when the United Fund Campaign was launched in this city for the first time, TWA was the first industry to report over and above its quota. The same enthusiastic response was true in previous years when separate drives were made by the Red Cross, March of Dimes, and other recognized charities.

"Being a good citizen isn't difficult," Mr. Collings added. "It means doing your share and a little more, if possible. Good community relations automatically follow."



"Henry, you're so cold to me anymore!"

MANAGE February 1953

WHAT LABOR IS SAYING

This is a digest of the expressions of organized labor groups and leaders throughout the United States. **MANAGE** offers this objective report of the thinking of organized labor as a special service to management.

● **WALTER REUTHER**, president of the C. I. O., said last month that auto industrial peace would be threatened unless the predominant five-year labor contracts—only half-run-out—are brought abreast of inflationary trends within the next two months.

● **LABOR CAN EXPECT TO TRAVEL A ROUGH ROAD** the next four years under a Republican congress and administration, **L. S. Buckmaster**, president of the United Rubber Workers Union, said in Akron, O.. He alleged that "reactionary forces in the Republican party already are trying to drive a deeper wedge between the C. I. O. and the A. F. of L. by guile and subtlety."

● **IN AN EDITORIAL**, **THE A. F. OF L.** newspaper, **Labor Union**, said: "The farmer's best friend isn't the politician. It is, instead, American enterprise, American inventiveness, American ingenuity."

● **THE C. I. O. ECONOMIC OUTLOOK** last month said the orderly, necessary price-cutting on consumer goods would benefit American families and ultimately industry itself. It urged lower unit profits, with higher volumes of sales, rather than "desperation price cutting after a recession sets in."

● **THE BROTHERHOOD OF LOCOMOTIVE FIREMEN AND ENGINEERS** MAGAZINE said, with American consumer credit at an all-time high of over twenty-one billion dollars, reductions in pay or loss of jobs for even short periods would make the debt burdens quite troublesome to consumers.

● **ENROLLMENT IN THE SOUTHERN A. F. of L. LABOR SCHOOL** will be limited to 300 during 1953. The 1952 school was held in Lakeland, Fla., though the location of the 1953 school has not been announced.

● **THE LABOR DEPARTMENT** announced that nearly eight and one-half billion dollars is available for jobless benefits to workers covered by state unemployment insurance laws.

● **THE WEEKLY NEWSPAPER "LABOR"** said editorially that the Real Estate lobby in Washington is pushing sales and wage taxes because they take the burden off rich property owners.

● **JUDSON KING**, head of the National Popular Government League, said the nation's safety will be jeopardized if President Eisenhower follows the advice of private utility propagandists who are intent upon "destroying the public power program."

● **A. F. of L. PRESIDENT GEORGE MEANY** said his labor organization is going to fight for extension of the economic stabilization program "as long as the danger of inflation exists," continuing of the foreign aid program, major changes in the Taft-Hartley Act, and a fair revision of the tax laws.

● **DAVID McDONALD**, ACTING PRESIDENT OF THE UNITED STEELWORKERS, said that steelworkers are better off than ever before, citing statistics that the cost-of-living increase since 1936 has been 94 per cent while the weekly earnings of steelworkers have moved ahead by 221 per cent.

● **THE WARDEN OF THE NEW HAMPSHIRE** state prison has asked the state to increase the pay of his 200 inmate-workers from 15 cents to 25 cents per day. He blamed inflation.

● **C. I. O. STEELWORKERS** officials from Arkansas, Oklahoma and Texas reported that their organization has increased from five local unions in 1941 to a present fifty-five.

● **A TEN-MAN BUILDING CORPORATION** at Indiana Harbor, Ind., paid \$100,000 for an office building to house Inland Steel Local 1010.

● **"A. F. OF L. PRESIDENT GEORGE MEANY** delivered a hard-hitting speech before the nation's newsmen at the National Press Club in Washington and received a standing ovation at its conclusion." (AFL News-Reporter, December 16, 1952)

POLITICAL CORRUPTION . . .

(Continued from Page 11)

eral government. Sensational headlines on Page 1 have told of corruption, bribery and political privilege in Washington. Editorial pages have thundered out horror at this lack of integrity in our highest government. Some even have predicted that we are rapidly following in the footsteps of Rome and Greece.

But why should we be suddenly horrified at this stage in the American republic? Didn't our political leaders in Washington today receive their training on local levels of government? Were we horrified at this training back home?

In Florida, a contractor friend of the Governor was paid \$50,000 for rental of his machinery on one state road job. One piece of the machinery was a D-7 tractor. According to the records in the Comptroller's office, this tractor was driven 23 hours a day during one month, although everybody knows that state roads are built in the day and not at night. Paid by the hour for this machine, the contractor received \$3516 for the month. The tractor cost \$12,000.

What is the difference between this and "knowing Harry" in Washington? Haven't we condoned the philosophy of "to the winner, go the spoils" on the local political level?

Similarly, a construction company owned by a Florida legislator, who also was a supporter of the Governor, received a \$94,000 contract to paint a bridge in 100 separate contracts of less than \$1000, thus getting around the state law providing for open bidding on contracts of \$1000 or more. Another legislator was awarded a \$34,000 state printing contract although Florida's law reads: "no member of the legislator or other officer of the state shall be interested, directly or indirectly, in a state contract."

What is the difference between these cases on the local government level and the political privilege exercised by the leaders of both Democratic and Republican parties in assisting their friends to obtain fat RFC loans?

In what I regard as the greatest speech of the last year made in Washington, Senator William Fulbright, of Arkansas, chairman of the Senate Committee, which investigated the RFC and brought to light the scandals in that federal agency, said, and I quote:

"One of the most disturbing aspects of this problem of moral conduct is the revelation that among so many influential people morality has become identical with legality. We are certainly in a tragic plight if the accepted standard by which we measure the integrity of a man in public life is that he keep within the letter of the law."

What is the difference between the businessman at home who pays the bribe and the public official at Washington who accepts the bribe? Isn't it tragic that we so worship the almighty dollar today that it makes no difference how we got it; just have it.

TWO BIG ISSUES

Watch for these two Special Issues of MANAGE Magazine:

May—Materials Handling Issue

July—Safety Issue

For additional information on these two issues, write direct to MANAGE, 321 West First Street, Dayton 2, Ohio.

A Florida rural legislator placed the name of his wife on the state payroll at \$10 a day for both regular and extra sessions of the legislature, although at the time she was working regularly as a secretary in private industry 200 miles from the state capital and was suing her husband for divorce.

Why should we get too upset if some of our Congressmen place the names of their relatives on the federal payroll and then pocket their salaries?

Some months ago the Florida State Industrial Commission hired as a special investigator at a salary of \$350 a month a man who a few weeks before had been arrested as the manager of a gambling casino in the state capital.

Why should we worry about a former Greek bootblack who scur-

ried in and out of the White House, using the President's home as the base for his nefarious business?

A Florida legislator was indicted for bribery in a case involving a race track payoff. A fellow legislator rose up in the House, pointed a finger and gave all details of the bribery. This legislator later appeared in court as the witness. But a brilliant criminal lawyer, utilizing all the technicalities of the law, won acquittal for him. Subsequently, a ruthless political machine reelected him to his seat in the legislature.

There was a sequel to this story. Some months later President Truman dedicated the Everglades National Park deep in South Florida. The President's plane landed at Naples on the Florida West Coast. The door was flung open and the first man to step out of the President's plane was none other than this Florida legislator who was indicted for bribery on the direct testimony of a fellow legislator.

Why should we be too horrified at a few freezers and mink coats wending their way into the White House?

I have cited these few cases to show that our federal officials do not have a monopoly on political scandals. I could cite hundreds of other cases which also would show that the laxity of morals in federal government is well predicated upon a laxity of morals in the lower levels of government.

You cannot build good government in Washington if you condone bad government on the lower levels of society. Neither can you demand integrity at the top if you ignore it at the bottom. You can kick the scalawags out of Washington, but unless you start the cleanup at home, a new crop of scalawags sooner or later will slip into the federal government, because it is on the local level of government where our federal officials receive their primary training.

What is the answer? Plato wrote it 2000 years ago. He said, and I quote:

"The penalty that people pay for not being interested in politics is to be governed by people worse than themselves."

MANAGE February 1953

★ MANAGE SERVICE BUREAU ★

New Products and Free Publications for Management Men

Aim for the Bull's Eye

"Aim for the Bull's Eye—Not Just for the Target" is the title of a booklet prepared by the Quality Control Department of **Sangamo Electric Company**. This booklet has aroused interest in other companies to the extent that they have asked Sangamo for permission to adapt and use it in their factories.

Outstanding characteristic of this fine little book is that it covers some of the basic principles of quality control techniques, a subject of prime importance to foremen and supervisors in industry.

A copy of this booklet is available to any reader of **MANAGE**—

CIRCLE 201 ON SERVICE COUPON

Safe, Yet Attractive

Work clothes made of the new Dynel fabric now are available in an attractive shade of grey which is said to make stains and soil less noticeable, and to make laundering easier, according to **Mine Safety Appliances Company**.

Called "MSA ChemKlos," the line of shirts, trousers and coveralls are especially suited to industrial jobs involving use of acids or caustics because the fabric resists corrosive chemicals, as well as wear, moths, mildew, shrinkage, snagging and tearing.

New additions to the ChemKlos line are a lightweight shirt—6-oz. material rather than 8-oz., but identical in material and weave—and six more units in sizes 38 to 48, for men over six feet in height, in addition to 13 standard sizes.

Complete details are contained in a new bulletin, No. 1309-1, available to **MANAGE** readers.

CIRCLE 202 ON SERVICE COUPON

Magnet Use Info

A "one-a-month" information kit describing permanent magnet application ideas for industry has been announced by the **Carboloy Department of General Electric Company**.

The basic "kit" consists of a heavy permanent binder with six application ideas, each described on a separate loose leaf page. Each month, the department plans to issue a new magnet application sheet which will be distributed automatically to those who request the basic information kit.

The first six ideas presented are: use of magnets on conveyors to transport ferrous parts, sheet steel separators, floor sweepers to pick up ferrous objects, plant layouts, tool racks, and shear tables for cutting sheet metal.

Each idea sheet contains complete technical information and diagrams regarding the particular application described.

For more data on this offer—

CIRCLE 203 ON SERVICE COUPON

Protect the Entire Family

Whether for yourself in your outdoor activities, or for times you must go outdoors at the plant, the **Jon Zelite Corporation** has brought out a "Rain Coverall" that keeps you snug as a bug in a rug.

This one-piece rain suit is made of 100% vinylite, which is wind and rain proof. Among the features: it covers you completely; no sewn seams to rip apart; new patented jam-proof, waterproof zipper; vented back;

folds into small carrying envelope, and weighs less than 1 pound.

This "Rain Coverall" is also available for your youngsters and they are so inexpensive that you could recommend purchase of several suits to be on hand in your department to be used by employees who have to go outdoors during unexpected rainstorms.

For more information, price, etc. on this item—

CIRCLE 204 ON SERVICE COUPON

Now a Torque-Limiting Wrench

The **Plomb Tool Company** has brought out a different torque wrench.

First, it is a torque-limiting device (releases automatically at proper setting), plus it needs no indicator. Second, it employs a fully enclosed precision spring under compression as the principal torque-controlling element. Third, it uses an accurate micrometer-type adjustment. Fourth, models with a built-in reversible ratchet head are available that do the work of both a ratchet and torque wrench.

Desired torque is set by turning the handle, just like a micrometer. For information on models available, etc.—

CIRCLE 205 ON SERVICE COUPON

New Literature Offered

(Circle Number on Service Coupon)

206—South Bend Lathe has recently issued a new 12-page catalog No. 5206 covering the complete line of South Bend drill presses. In addition to the Precision Model drill press, the lower priced Economy Model and several multi-spindle Production Models are featured. Several pages are given over to the many production boosting drill press attachments manufactured and supplied by the company.

207—An eight-page house organ (Vol. XIV, No. 3) called "Colonial Broaching News" is now available from **Colonial Broach Company**. Included in this number are two technical articles, one dealing with the latest crush grinding techniques for producing broaches with intricate shapes, and the other describing a transfer machine line with automatic assembly and gaging equipment.

208—An illustrated brochure entitled "The New Way to Solder" is currently available from the **Wasserlein Mfg. Co.** This explains resistance soldering and outlines its many uses for production and maintenance in industry. It also contains concise operating instructions for using the **Wassco GLO-MELT** resistance soldering unit and its many labor-saving accessories.

209—Standard Pressed Steel Co. has brought out a four-page, two-color bulletin on its new line of Unbrako button head socket screws. The bulletin cites the advantages of the button head, including threads to head, low-head height, non-slip drive, safety socket without burrs, concentricity of heads and threads, class three thread fit.

210—What is probably the most comprehensive catalog-listing of standard taps yet issued has just been made available in the form of a 36-page booklet. Bulletin ST-52, by **Detroit Tap and Tool Company**. Instead of a single listing for each basic type and size of standard tap, the Detroit Tap booklet now lists the specific standardized taps available from Detroit Tap under each of six specific groups of materials for which it is specifically designed. Included are listings of taps for steel and other tough materials; for cast iron, for aluminum, magnesium, and other light materials; for zinc die cast metals; for brass; and for plastics.

211—A catalog listing the small precision metal parts made by the Specialties Division of The Torrington Company is now available upon request. Some of the many parts described and illustrated are special pins and pivots; screw driver blades; all types of rotary swaged rods, wires and tubing in practically all kinds of metals; mandrels for grinding wheels, abrasive points and polishing wheels; perforating punches in straight carbon or alloy steels; tapered or pointed wires and rods.

212—"101 Hints on Better Floor Care," in a new and revised edition, is now available from **Huntington Laboratories, Inc.** This new 28-page booklet is chock-full of valuable tips on floor care and contains all the latest developments.

Note: Inquiries for the items listed above will not be serviced beyond March 30.

MANAGE MAGAZINE

321 W. First St., Dayton 2, Ohio

1953

MANAGE
SERVICE
BUREAU

Please send me further information on items circled below:

201	203	205	207	209	211
202	204	206	208	210	212

Name Position

Firm Business

Please ☐ Firm address }
check ☐ Home address } Street

City Zone State

LETTERS TO THE EDITOR

To the Editor:

Why don't you have a pictorial "day in the life of a foreman" in one of these issues of MANAGE? You know what the Chinaman said about pictures telling lots of stories, and that is one feature possibility you have overlooked.

Cal Cadden,
1 Bayard Place,
Pittsburgh, Pa.

ED—The feature is in the mill now, so look for it about March or April, Cal.

To the Editor:

What ever happened to the fine cheesecake photos of the movie stars? Begin them again or I'll stop reading your magazine, regardless of what you write.

(Name Withheld by Request)

To the Editor:

The Board of Control of the Syracuse, N. Y., Management Club, in executive session, passed a resolution as follows:

The Secretary is directed to pass our compliments to Dean Sims and his staff for the finest issue of MANAGE Magazine, the Convention (November, 1952) issue, as we have heard from several sources splendid comment that assures us you have hit a difficult target.

Warner Love,
Secretary,
Syracuse Management Club

ED—Many thanks from all 55,000 members of the NAF, Warner. To them goes the real credit for making a fine magazine possible.

To the Editor:

MANAGE is better each month. The Convention issue was very good and we of C.B.F. Management Club enjoyed the December issue with activities of NAF affiliated clubs being featured. This is a very good source of idea exchange.

John Meinhardt, Club President,
Columbus Bolt & Forging Co.,
Columbus, Ohio

ED—Thanks, John, you know the writing and editing business yourself so the compliments are accepted with professional appreciation.

To the Editor:

It sho' looked good! (The January, 1953, issue of MANAGE.) And the inside forum layout and story was swell. Thank a million.

Lee Rogers,
Lockheed Aircraft Corporation,
Marietta, Georgia

PS—The B-47 is a Boeing-designed airplane and they are also building it, in case someone asks.

PS No. 2—That was also the best issue that I have seen. Congratulations.

To the Editor:

I enjoy reading your fine magazine. The articles are down-to-earth and have helped me solve many of my management problems.

As a supervisor in the Office Service Dept. at Lockheed, one of our biggest problems is in the servicing and distribution of Engineering blueprints. I would like very much to have any articles which you may have on the Control and Distribution of Blueprints.

Grover R. Cannon,
Dept. 82-83,
Lockheed Aircraft Corp.,
Marietta, Ga.

ED—We have already corresponded with you about this, Mr. Cannon, but perhaps some of the blue print specialists in the MANAGE audience will get in touch with you, too. A lot of them have years of experience behind them and fine libraries upon which to draw special articles on all aspects of blueprint work. How about some of you fellows dropping Mr. Cannon a few thoughts on this matter?

To the Editor:

This is something that I had to get off my chest and I wonder what your opinion is about it.

Time after time, one hears, during acknowledgements and speeches, the Foremen's Club meetings, and other types of gatherings, the phrase "he did a good job." While I understand that this is the highest type of praise a man can receive, I wonder if it wouldn't be advisable to start a campaign to find some new means of expression. It seems to me that this phrase is being run into the ground and is becoming almost meaningless through constant repetition . . .

Walter N. Chimel,
Post Cereals Division,
General Foods Corporation,
Battle Creek, Michigan

ED—You have our suggestions. Wall, but perhaps other MANAGE readers would like to correspond with you about the problem.

To the Editor:

In case you haven't heard from anybody out here, we have what I think is a remarkable membership record in the Convair Management Club, San Diego division. Just got a report that shows we now have 1,777 members with only 206 eligibles left—and about half of them are named MacTavish or some such Scotch name, and the other half's wives won't let them out to attend the meetings.

Which, for no reason, reminds me of a silly joke I heard about the Russkies having written a new song about one of their heroic rainmakers, entitled, "Rudolph, the Red, Knows Rain, Dear."

Eldon Frye,
Convair,
San Diego, Calif.

To the Editor:

Congratulations to you and your staff. The improvement you have shown in MANAGE over the past months is remarkable. I was especially pleased with the increased advertising in the last issue (November, 1952), not that I think advertising makes the magazine; however, the revenue from same will give you more capital to work with to make MANAGE an even better medium to reach the average member . . .

Jack V. Swofford,
Secretary,
N. A. A. Management Club, Inc.,
North American Aviation, Inc.,
Los Angeles 45, Calif.

ED—Thanks, Jack. You are right about the increase in advertising. MANAGE readers are responding enthusiastically to the printed messages of the top-quality advertisers in our magazine, which gives the advertisers concrete evidence of the high readership of the magazine. It is a very happy situation for both the advertisers and MANAGE.

To the Editor:

Did you know that your magazine MANAGE:

Is being read by top officials in our church governing boards?

That we find concrete examples in basic human relations problems helpful to us living in a great industrial area?

That a paragraph from a lead article was quoted in a recent committee meeting and credit given to your magazine?

That I clip problems and file them from your Question and Answer box?

That we are glad you quote from the one great Master of all human relations such as the Golden Rule (MANAGE, January issue, Page 7)?

Mrs. Cornelia Thiel,
Gen. Supt. of Church School,
Dearborn, Mich.

NAF AREA CONFERENCES

Greater New York Area Conference
Hotel Statler, New York City
Saturday, March 7, 1953

Western Pennsylvania Regional Conference
Schenley Hotel, Pittsburgh, Pa.
Tuesday, March 10, 1953

Chicagoland Regional Conference
Chicago, Illinois
Saturday, April 25, 1953

Buffalo Regional Conference
Hotel Statler, Buffalo, N. Y.
Saturday, June 6, 1953

Zone A NAF Conference
Roger Young Auditorium, Los Angeles, California
Friday, April 17, 1953

THIRTY-SIX INCHES OF POLISHED WOOD

(or One Yard of No Man's Land)

By D. M. Brown

Convair, San Diego

ONE of the greatest problems of the management profession is the negotiation of grievances and disagreements at the "shop" or first-line level. There are few problems, however, which cannot be settled at that point—if only handled properly.

I can think of no greater emotional strain on an employee than that meeting of management (to employees, the Foreman or Supervisor represents management) across the desk. That telephone call or written notice to "come to the office" can change a normally happy employee to one filled with anxiety or sullenness. There is nothing to match meeting your Supervisor in the office! He usually sits in his chair and, though maybe he doesn't mean to be overbearing or pompous, he looks very solemn—frequently grim.

The usual procedure is to offer the employee a chair which is ordinarily placed on the opposite side of the desk. That is when an employee begins to freeze up. There is something sinister about that desk top, as if it were a barrier or wall building up between the two men as warm, human personalities.

The seating of people has always been a social problem. People who entertain socially always go to great pains in seating arrangements

... so do associations, clubs and societies. At all social functions, the seating of guests is a mighty important responsibility. The host must go to great lengths to acquaint himself with the likes, dislikes and intimate habits of his guests, since he knows that this knowledge is likely to save both his guest and himself great embarrassment.

King Arthur had the same problem. In his day salt was very costly, so guests were seated near the salt by order of their importance. This arrangement caused such a turmoil among his friends that King Arthur had a round table built, so all guests could be seated an equal distance from the salt in the center of the table. This wise solution of the problem made history.

If chairs in the shop office were placed side-by-side when an employee is called in, or when coming in to see his supervisor, I believe the atmosphere would be less strained. There would be more of the warm, personal feeling if the supervisor and employee are sitting side-by-side, instead of staring (or glaring) at one another across a desk top. The employee will be much more cooperative.

Though seating may seem like a mighty small item in employee relations, it can mean the difference between mutual, congenial agreement and a long, costly grievance procedure with a lot of hard feelings.

foremen as management men. If, on the other hand, an attempt is made to cripple the definition and make vast numbers of true supervisors amenable to the terms of the Act as are production workers, then the cause of foremen as members of management would be done vast harm.

JUST ASK THE FOREMAN

(Continued from Page 8)

and no mention was made of the change in method of doing the job.

"A few days later, however, it was noticed that the stock in a shipping tank was off test. After checking with a number of shift foremen and stillmen, the foreman determined finally that the reason for the bad stock was the change in method of pumping into Tank No. 245. Considerable loss was involved in reprocessing the off-test stock."

Here again is just another illustration of what happens when nobody "tells" the foreman.

Now let's look at a case where a foreman wakes up with a new building on his hands:

"A division superintendent received a call from an engineer stating he would like to discuss the plans for an addition to an old building in one of his departments. He met with the engineer and located the building. Later it was pointed out by his departmental foreman that the arrangement would be unsatisfactory because that was the only available space to locate an unloading platform, which would be needed badly in a few months. As a result of this change in plans, considerable time was lost in the construction of additional storage space."

The foregoing cases illustrate clearly what happens when nobody "tells" the foreman about actions which will affect the men, material and equipment under his supervision and for which he is responsible. It would probably be better business to make sure that the foreman is listed in the management telephone book instead of keeping him in the dark completely or forcing him to "lift the receiver" on the party-line of communications in order to get the information necessary for him to function properly.

WE LOOK AT WASHINGTON

(Continued from Page 7)

for all interested segments of our economy to present their views.

Again, and regardless of the action of the committee, the measure which finally is presented for action on the floor of the House is likely to be met by a majority of Republicans and Southern Democrats who are not sympathetic to

scrapping the present law.

With respect to the sections of the Act dealing with foremen and supervisors, it has been proposed that the definition of "supervisor" contained in the Act be revised. If a revision is made in an effort to screen out straw bosses and lead men who exercise no real supervisory authority, the result would be to strengthen the position of

MANAGEMENT MUST BE A PROFESSION!

(Continued from Page 15)

also made the most complex organism on the face of the earth.

Before you can successfully direct the work of this ingenious creature, however, you have to know more about him—what makes him tick—his needs, wants and desires. Know your employee. That seems so simple and yet let me relate an incident cited by Mason Roberts, a Vice President of General Motors, at one of our Seminars. "Joe came home from work one day and said to father, with whom he was living, 'Dad, do you know what happened when I left the shop tonight?' 'No son, what?' 'When I left the plant the foreman said to me, 'Goodnight Joe, I'll see you in the morning.' I've been working at that damn plant for 10 years and the foreman never said goodnight. Now I can't wait to get back in the morning to see if he still feels the same way about me.' I know that couldn't happen in your plant, but I wonder?"

Let me relate a few other things which make me seriously doubt that we really know our workers. For instance, many times in walking through a plant one of the first remarks that I hear is "I've got to get out my production today—I have to make schedule." If I were a member of management in that plant my immediate impulse would be to say, "While you're getting out production, why don't you get some out for me too?" We all need production but, who are we kidding? We get out production? Do we get it out with our hands? No, it's the people whose work we direct who get out production. And it's the extent to which they respect and like us or don't respect and like us that determines if we get out production. Let's not forget it.

Another example. I make hundreds of plants tours and most of them follow the same pattern. Someone has me in tow. Sometimes it is the foreman, sometimes the personnel manager and sometimes the plant manager. In each case my guide takes me into a department such as stampings and there

it happens. We walk past the man working at a machine and walk up to the machine. "This machine costs \$136,000 and knocks out thousands of pieces an hour," he brags. Wonderful. But what do you think is going on in the mind of the man who operates the machine? Where do you think he feels your interest lies? In him or in the machine? Now maybe you think he is dumb but he's not that stupid.

One more example, then I'll get off your back. Maybe you've never done this but I did some years back when I worked as a foreman in a structural shop. You walk out into the department and out of the corner of your eye you see one of the workers struggling on a job and frankly in a hell of a jam. What do you do? Simple. You turn your back and go in the other direction. You just remembered that you had to go to a meeting. How do you think the worker interprets this action? Only one way. A lack of interest or concern in him. He

Helpful sales lady (showing lingerie to much frustrated gentlemen customer) "This is the only place where you can touch these for anything near the price."

doesn't want you around patting him on the back when things are O.K. No, he wants you when the going is rough and brother you weren't there.

Probably the most elementary concept of human relations is a smile and yet how many of us take advantage of it. It costs nothing and yet it does so much in setting up a favorable atmosphere or bond between people. Furthermore, there is a very practical reason. It takes 26 muscles to smile and 62 to frown, so what point is there in going around working overtime. When you smile, you make somebody else feel good. I like Fred Smith's comment, "Any fool can make another person angry or unhappy. It takes a genius to make him happy." Just one caution though. If you start out tomorrow morning using the first 10 minutes smiling and saying good morning to everyone in the department do you know what would happen?

Simple. You know how the old grapevine works in the plant. Bzzz—Bzzz—Bzzz—the old man's drunk !! Unless the smile is part of your personality and you're part of it, there is no use trying to kid people.

Now let me wind up this area of special skill or kind of work by passing on to you one of the best bits of advice I've heard in the past several years. It came from Tom Armstrong of Westinghouse Corporation who is one of the best men in the country in the area of handling grievances. Tom was talking to a group of Labor Relations men on this subject and he said, "the best bit of advice I can give anyone on the subject of handling grievances is—*treat every grievance as though it came from your friend.*" Think about that a while. It makes sense. For instance, here is an example that Fred Smith uses. You are driving that new car down Main Street. Jack Brown, a fellow foreman, is driving on your left. You don't know at the time who he is when suddenly he makes a sharp right turn directly in front of you. You slam on the brakes, the wheels lock, the tires skid and you stop the car about half an inch from Jack's rear fender. I know you're a gentleman but what do you think is going on in your mind as you get out of the car. You're all set to make some choice remarks about the guy's ancestry and legitimacy when the words stop in your throat. Instead after a second, you say, "Hi Jack, you old son of a gun. I darned near knocked your bumper off, didn't I?" But suppose it hadn't been Jack. Now what would you have said? I think you get the point. Treat every grievance, yes, treat every human relations problem as though it came from your friend and you'll do all right.

So far I have developed two facets of "What it takes to make a professional man" and I'm about half through. I hate continued stories but I don't want to hog all the editorial space in MANAGE. If you've read this much and want more of the same, pick up the March issue and I'll be with you again.



"That chair," a businessman told a visitor, "cost \$10,000."

"Really!" replied the visitor. "How could a chair like that be worth \$10,000?"

"That's what it cost me last year," the business man explained. "Sitting on it and thinking, instead of going out after business."

The man who laughs at a woman trying to drive through a 12-foot garage door usually sobers up when he tries to thread a needle.

"It was so cold where we were," boasted the Arctic explorer, "that the candle froze and we couldn't blow it out."

"That's nothing," replied his rival. "Where we were the words came out of our mouths in pieces of ice, and we had to fry them to see what we were talking about."

"Don't you and your wife ever have a difference of opinion?"

"Sure, but I don't tell her about it."

"What's the matter, lady?" asked the garage man.

"They say I have a short circuit. Can you lengthen it while I wait?"

Chief Instructor: "Now remember, men, statistics don't lie. Now, for an example, if twelve men can build a house in one day, one man could build the same house in twelve days. Do you understand what I mean? Give me an example."

Apprentice: "You mean that if one boat could cross the ocean in six days, six boats could cross the ocean in one day?"

"Yes," said the boastful young man, "my family can trace its ancestry back to Richard the First."

"I suppose," remarked his friend, "you'll be telling us that your ancestors were in the Ark with Noah."

"Of course not," replied the young man. "My people had a boat of their own."

"I hope," said the girl's father proudly, "that you realize that when you marry my daughter you will be getting a very big-hearted and generous girl."

"Oh, I do, sir," responded the fiancée, seriously, "and I trust she has inherited those fine qualities from her father."

"Senator," a young supporter cried, "that speech was great! You certainly made yourself clear on the tax issue."

"I did?" replied the startled senator. "My goodness, I didn't mean to do that!"

The party was full of chaff
And corn as the hours went by,
For some were feeling their oats
And others were feeling their rye!

"You know," confided Mary, "You'd be surprised how many men will be wretched when I marry."

"For goodness sake," replied her friend, "How many are you going to marry?"

Real estate Agent. "I tell you, sir, the death rate in this suburb is lower than in any other part of the country."

Prospect: "I believe you. I wouldn't be found dead here either."



OCCUPATIONAL HAZARD

"'Nother salesman takin' me out to lunch!"

DEPENDABILITY...
that builds reputation

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If your product needs a power source, look to Delco for the motor that will serve you best. Delco makes motors for most industrial applications... motors famous for dependability and long life under the toughest operating conditions.

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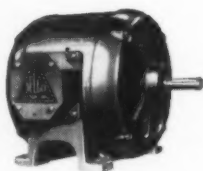


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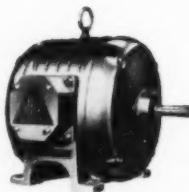
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Dayton, Ohio



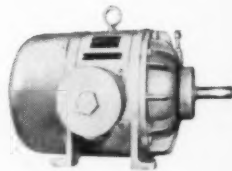
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